PB80-800519

Participative Management

A Bibliography with Abstracts

Search period covered

1964-September 1979

National Technical Information Service
Springfield, VA 22161

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BIBLIOGRAPHIC INFORMATION

PB80-800519

Participative Management (A Bibliography with Abstracts).

Nov 79,
Jack E. Jones.

National Technical Information Service, Springfield, VA.

Report period covered: Rept. for 1964-Sep 79,

Supersedes NTIS/PS-78/1046, NTIS/PS-77/0942, NTIS/PS-76/0789, and NTIS/PS-75/696.

Studies are cited on the extensive use of participative management. Citations include citizen participation in urban planning of mass media, health services, water resources, transportation, and education. Group dynamics and motivational aspects of participative management are also included. (This updated bibliography contains 200 abstracts, 15 of which are new entries to the previous edition.)

PRICE CODE: PC N01/MF N01

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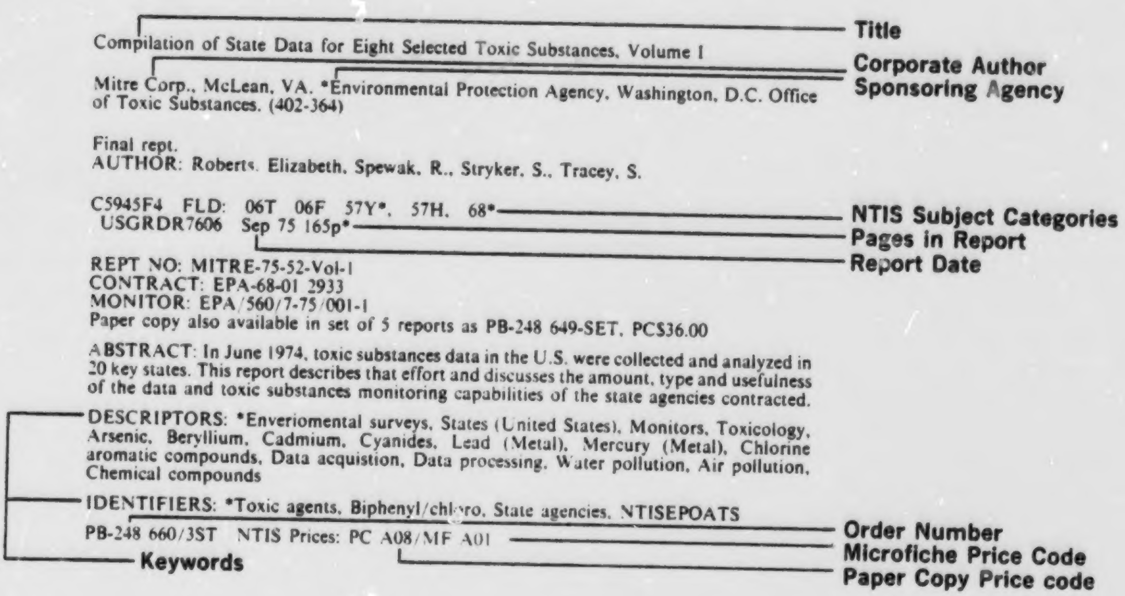
Sample Citation from the NTIS Data Base



Compilation of State Data for Eight Selected Toxic Substances, Volume I

Mitre Corp., McLean, VA. *Environmental Protection Agency, Washington, D.C. Office of Toxic Substances. (402-364)

Final rept.
AUTHOR: Roberts, Elizabeth, Spewak, R., Stryker, S., Tracey, S.

C5945F4 FLD: 06T 06F 57Y*, 57H, 68*
USGRDR7606 Sep 75 165p*

REPT NO: MITRE-75-52-Vol-1
CONTRACT: EPA-68-01 2933
MONITOR: EPA/560/7-75/001-1
Paper copy also available in set of 5 reports as PB-248 649-SET, PC$36.00

ABSTRACT: In June 1974, toxic substances data in the U.S. were collected and analyzed in 20 key states. This report describes that effort and discusses the amount, type and usefulness of the data and toxic substances monitoring capabilities of the state agencies contracted.

DESCRIPTORS: *Enveriomental surveys, States (United States), Monitors, Toxicology, Arsenic, Beryllium, Cadmium, Cyanides, Lead (Metal), Mercury (Metal), Chlorine aromatic compounds, Data acquistion, Data processing, Water pollution, Air pollution, Chemical compounds

IDENTIFIERS: *Toxic agents, Biphenyl/chloro, State agencies, NTISEPOATS

PB-248 660/3ST NTIS Prices: PC A08/MF A01

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401 to 500 technical report summaries	200	250
More than 500 technical report summaries		Negotiated

Use of Volunteers in a Community Mental Health Center Emergency and Reception Service -- A Comparative Study of Professional and Lay Telephone Counseling
AUTHOR: O'Donnell, John M.; George, Kathi
E1855E2 Fld: 6E, 5J, 44U, 92B GRAI7921
1977 10p
Monitor: 18
Pub. in Community Mental Health Jnl., v13, n1, p3-12 1977.

Abstract: The purpose of this study was to test a model of community participation in the emergency and reception service of a community mental health center. The methodology used involved comparing the telephone counseling effectiveness of volunteers to that of the professional staff. The hotline staff were divided into 4 groups of 10 persons each: the professional staff, experienced hotline volunteers with a minimum of 1 year of experience per volunteer, recently trained but inexperienced volunteers, and a control group of college sophomores with little or no intention of volunteering for hotline work. Forty college students were then instructed in role playing and called the hotline with a problem in one of five areas: alcohol abuse, marital problem, loneliness, problem pregnancy, and male-female relationship conflict. The calls and responses by the hotline personnel were taped and evaluated by independent evaluators on the effectiveness of the response. The professionals and the experienced volunteers rated about equally high. The inexperienced volunteers rated at about the same level. The control group rated significantly lower than all the others. That suggests that motivation to help may play a large role in the effectiveness of a hotline volunteer. A previous study suggested that volunteers on hotlines were of little effectiveness in helping. The present study may have had better results because all the volunteers had to undergo a rather rigorous initial screening and subsequent training.

Descriptors: *Volunteers, Administration, Community relations, Consumer participation, Emergency medical services, Health care delivery organizations, Health care delivery, Health care facilities, Health care services, Health resources, Illinois, Mental health care, Mental health services, Methodology, Personal health services, Research, State regions

Identifiers: HRP/UBAB, HRP/ZJ, HRP/UA, HRP/KF, HRP/KC, HRP/MDH, HRP/JC , HRPGEO/YIL, HRPGEO/YCN, HRPOCC/XZ, Reprints, *Community mental health centers, *Participative management, NTISHRANHP

HRP-0028646/8ST NTIS Price: Not Available NTIS

Research into Local Planning Processes. A Report from a Colloquium in Sweden, 1979

Swedish Council for Building Research, Stockholm.**Royal Inst. of Tech., Stockholm (Sweden).
E1802J2 Fld: 5A, 13B, 43, 70B, 91 GRAI7920
1979 383p
Rept No: ISBN-91-540-3051-X; D6:1979
Monitor: 18
Prepared in cooperation with Royal Inst. of Tech., Stockholm (Sweden).

Abstract: The report examines local planning processes practiced in several European countries. It also covers research on both the internal and external information and communication aspects of the planning process. Research on participation in the planning processes are analyzed.

Descriptors: *Research, *Planning, *Decision making, *Local government, Europe, Information services, Community development, Organization theory, Coordination, Urban planning, Political science, Urban development, Communicating, Public administration, Participative management, Reviews, Regional planning, Meetings

Identifiers: NTISSWIBR

PB-297 352/7ST NTIS Prices: PC A17/MF A01

Citizen Participation in Local Government. Volume 2. 1974-May, 1979 (A Bibliography with Abstracts)

National Technical Information Service, Springfield, VA. (391 812)

Rept. for 1974-May 79
AUTHOR: Kenton, Edith
F1191I1 Fld: 5D, 5A, 70F*, 91G*, 43, 86W GRAI7914
May 79 374p*
Monitor: 18
Supersedes NTIS/PS-78/0422, NTIS/PS-77/0378, NTIS/PS-76/0257, and NTIS/PS-75/216. See also Volume 1, 1964-1973, NTIS/PS-77/0377.

Abstract: This bibliography contains citations discussing administration of health care, water resources, human services, coastal zones, community affairs, recreational facilities, criminal justice and crime prevention programs, economic advancement, roads and traffic control, communications, regional transportation, and public policies. (This updated bibliography contains 367 abstracts, 104 of which are new entries to the previous edition.)

Descriptors: *Bibliographies, *Local government, *Citizen participation, Abstracts, Participative management, Interest groups, Project planning, Sociometrics, Attitudes, Policies, Community relations, Leadership, Housing planning, Public health, Education, Schools, Industrial relations, Economic factors, Mass media, Methodology, Recreational facilities, Water resources, Coastal zone, Management, Community development, Public opinion, Quality of life, Environmental impact, Transportation, Law enforcement, Social welfare

Identifiers: Health care, Social indicators, Crime prevention, NTISNTIS

NTIS/PS-79/0431/1ST NTIS Prices: PC N01/MF N01

79 03

Progress Through Participation -- Health Planning in the Southeast

Southeastern Association of Health Systems Agency Executives.
F1183A1 Fld: 6E, 44M GRAI7914
30 Jan 78 27p
Monitor: 18

Abstract: Cooperative efforts between consumers and providers of health care are examined in this report compiled by 41 health systems agencies (HSA's) serving nine Southeastern States. Selected events in the passage of legislation and the development of guidelines on health planning are traced in chronological order. The purpose of the National Health Planning and Resources Development Act of 1974 (P.L. 93-641) and responsibilities of HSA's and national health priorities under the act are delineated. All but three of the HSA's have developed and established health systems plans and annual implementation plans. All HSA's are nonprofit corporations formed solely for the purpose of health planning and development functions, with governing bodies whose members are health service area residents serving without pay. The populations of health service areas range from 217,000 to 2,345,000 persons. HSA tasks related to the planning process are: assembling data, analyzing the status of health, analyzing the status of the health care system, evaluating patterns of health resource utilization, and determining community perceptions of health needs in order to establish local goals and objectives. Health plans and work programs have been devised for achieving community-identified goals and priorities in 38 of the HSA's. Progress in implementing the plans and in reviewing comprehensive health planning efforts is examined. The importance of public participation and public information in health planning and implementation activities is discussed. A list of the HSA's by health service area in Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Ohio, South Carolina, and Tennessee is included.

Descriptors: *Health planning, Administration, Alabama, Community relations, Consumer participation, Development, Florida, Georgia, Health care delivery systems, Health legislation, Health occupations, Health planning agencies, Health related organizations, Health resources, Health systems agencies, HSA(Health systems agencies), Kentucky, Law(Jurisprudence), Local government, Methodology, Mississippi, North Carolina, Ohio, Regions(United States), South Carolina, Strategy, Tennessee

Identifiers: HRP/MFB, HRP/ZF, HRP/BDA, HRP/SA, HRP/AC, HRP/AD, HRPGEO/YRF, HRPGEO/YAL, HRPGEO/YFL, HRPGEO/YGA, HRPGEO/YKY, HRPGEO/YMS, HRPGEO/YNC, HRPGEO/YOH, HRPGEO/YSC, HRPGEO/YTN, HRPOCC/X, Health care providers, Health consumers, Cooperation, National Health Planning and Resources Development Act of 1974, Public Law 93-641, Guidelines, Health priorities, *Southeast Region(United States), *Participative management, NTISHRAHHP

HRP-0027293/0ST NTIS Prices: PC A03/MF A01

Technology Assessment and the Citizen. Part I: Summary of Case History Approaches to Effective Public Participation

National Council for the Public Assessment of Technology, Washington, DC.*National Science Foundation, Washington, DC. Applied Science and Research Applications.
AUTHOR: Sullivan, James B.
F0895I1   Fld: 5A, 70F   GRAI7911
1 Jan 77   41p
Monitor: NSF/RA-770353

Abstract: Increased opposition to pollution and urban sprawl has resulted in the formation of citizen groups seeking to control their personal lives. One response to citizen activities is technology assessment in which citizens can have input at the beginning of a technological development before it is well entrenched. In two case studies of public participation in assessing energy technologies, the first treats citizen group involvement in electric utility policy making. The second discusses citizen participation on Federal advisory committees. Both are examples of new procedures to provide more public participation in government decision-making and also provide strong evidence of the great difficulties citizens have in influencing technology policy making. Some of the problems involved are listed. A summary of examples from these two cases are grouped in approach areas: (1) formalize commitments to public participation by removing vagueness in public participation statutes and regulations; (2) provide accountability to citizens; (3) provide adequate notice of and access to assessment activities; (4) actively solicit diverse citizen input; and (5) provide technical and financial resources for citizen groups. The remainder of this report provides a detailed description of each approach.

Descriptors: *Technology assessment, *Citizen participation, National government, Environments, Pollution, Government policies, Participative management, Decision making, Accountability, Regulations , Consumers

Identifiers: Case studies, NTISNSFRA

PB-290 781/4ST   NTIS Prices: PC A03/MF A01

Achievement through Participatory Management -- The Key to Survival

Brokaw Hospital, Normal, IL.
AUTHOR: Braden, Frank M.
F0862G3   Fld: 6E, 44U   GRAI7911
1978   3p
Monitor: 18
Pub. in Hospital Pharmacy v13 n7 p403-406 Jul 78.

Abstract: Pharmacists must begin to use modern management practices. This paper focuses on participatory management (PM) techniques which the pharmacy director can employ to realize cost containment and heighten operating efficiency. Because staff involvement is crucial for successful PM, the director should encourage rather than inhibit the staff's contribution of opinions and plans. To illustrate the PM procedure, the specific example of initiation of a unit dose program is provided. After both the director and staff have been educated concerning all aspects of the unit dose concept, meetings should be held and a unit dose proposal formulated. Nursing staff should certainly be included in these planning sessions. Once implementation of the new approach has begun, communication lines should be kept open between staff members. If a 9 percent ceiling is placed on the annual increase in hospital costs, hospital administrators will no doubt scrutinize the costs and efficiency of pharmacy service carefully. Administrators will require managers who can find ways to do the same work better, with less manpower, or to implement new programs like unit dose or clinical pharmacy with a minimum of additional staff. Eleven related readings are included.

Descriptors: *Health care delivery organizations, Administration, Health manpower, Health occupations, Hospital administration, Personnel management

Identifiers: HRP/UAA, HRP/ZJ, HRP/UH, HRPGEO/YNO, HRPOCC/XGE, Reprints, *Participative management, *Pharmacists, Efficiency, Cost control, Containment, NTISHRAMHP

HRP-0026676/7ST   NTIS Price: Not Available NTIS

An Analysis of Corporate Organizational Development Experience and its Implications for the Future of the Army's Organizational Effectiveness Program

Army War Coll Carlisle Barracks PA (403565)

Military studies Program paper
AUTHOR: Blascak, Donald W.; Nadal, Ramon A.; Schwar, Joseph H.
F0373F3 Fld: 5A, 15C, 74 GRAI7906
1 Jun 78 141p
Monitor: 18

Abstract: The fundamental purpose of this study was to study the experience of select organizational development (OD) user corporations and compare the results with the Army experience in organizational effectiveness. Data were gathered from a literature search, through interviews with corporate personnel and academicians well known in this field. The recent Army effort, to the extent that it has developed, compares favorably with the corporate early experience and has the capacity built into its process to manage the change of the process itself. The Army is not yet doing two pertinent levels of OD which the corporations visited are doing. The Strategic OD, accomplished to systematically address the organizational future in a participatory way, and the socio-technical areas of OD which are executed to enhance jobs, redesign work, and increase organizational productivity at the worker level are not done in the Army at this time. Recommendations follow that the Army should expand its process; change the role of the OESO and the content of the OETC; educate manager/commanders at all levels and develop a survey feedback system in order to accomplish Strategic and socio-technical functions to vertically integrate the OE process in the Army. (Author)

Descriptors: *Organizations, *Military organizations, *Participative management, *Management planning and control, Army planning, Military commanders, Army research, Corporations, Comparison, Operational effectiveness, Productivity, Job analysis, Job satisfaction

Identifiers: NTISDODXA

AD-A060 968/5ST NTIS Prices: PC A07/MF A01

On Involving Physicians in Hospital Governance

American Hospital Association, Chicago, IL. Committee on Hospital Governing Boards.
F0124D4 Fld: 6E, 5A, 44M, 70B GRAI7902
1978 2p
Monitor: 18
Pub. in Trustee v31 n4 p38-40 Apr 78.

Abstract: A key form of physician participation in the governance of a health care institution is membership on the institution's governing board. This concept, long debated, has been endorsed by the American Hospital Association. In 1976, the association conducted a survey which included several questions focusing on this issue. The results revealed that, irrespective of category, medical staff membership on the governing board is a common practice in nongovernmental nonprofit hospitals, although it represents only one vehicle for effecting physician involvement in governance. A health institution should first ascertain that there are no statutory impediments to placing physicians on its governing board. The next step should be for the board to determine what it desires from such physician participation. Then the board must decide on the best mechanism for identifying and placing the physician(s) on the board. Mechanisms for involving physicians in the governing process include: exchange of medical staff and governing board minutes; participation of physicians on governing board committees; and invitations to medical staff officers to attend governing board meetings. Governance of health care institutions not only should be looked on as a process of decisionmaking, policy formulation, and quality assurance, but should include the educational process. The board's planning and budget committees offer excellent opportunities for physician involvement.

Descriptors: *Health care delivery organizations, *Hospital administration, *Physicians, Acute care, Administration, Health care services, Health care, Health manpower education, Health occupations, Inpatient services, Personal health services, Quality assurance

Identifiers: HRP/UAA, HRP/ZJ, HRP/KAA, HRP/PA, HRP/DE, HRPGEO/YNC, HRPOCC/XA, Reprints, Governing board, Participative management, Surveys, American Hospital Association, NTISHRANHP

HRP-0025517/4ST NTIS Price: Not Available NTIS

Participative Management: Its Place in Effectively Planning and Allocating an Institution's Data Processing Resources

College and Univ. Systems Exchange, Boulder, Colo.
AUTHOR: Glasscock, David G.; McKeown, Mary P.
E2452H3 Fld: 5A, 5B, 5I, 70B, 88A, 92D GRAI7823
Dec 76 13p
Monitor: 18

For related documents, see IR-004 737 and IR-005 421-432.
This paper is available from EDRS in the complete proceedings, The Managerial Revolution in Higher Education: The Role of Information Systems, IR-004 737. Also available at the cost of reproduction from the College and University Systems Exchange, 737 Twenty-Ninth Street, Boulder, Colorado 80303.

Abstract: Faced with decisions on how to most efficiently and effectively store and process information in a variety of administrative and educational areas, the educational manager is hindered by a lack of relevant literature. This paper suggests that the theory of participative management can be used to reach effective decisions in planning and allocating resources for data processing. Case studies of the use of participative management in making decisions related to data processing installations and management within a university environment are presented in this paper. Hints for applying this technique are given to assist other educational administrators in the effective allocation of scarce institutional resources for data processing.

Descriptors: *Data processing, *Facility case studies, *University administration, Case studies, Computer oriented programs, Decision making, Educational administration, Educational planning, Management information systems, Resource allocations

Identifiers: *Participative management, NTISHEWERI

ED-146 944 NTIS Prices: Not available NTIS

Democracy, Authority and Alienation in Work: A Case Study in Workers' Participation in an American Corporation

Yale Univ., New Haven, Conn.*Employment and Training Administration, Washington, D.C. Office of Research and Development. (382 450)

Final rept.
AUTHOR: Witte, John F.
E2364F3 Fld: 5I, 70D GRAI7822
1 Apr 78 414p
Contract: DL-91-09-76-36
Monitor: DLETA-91-09-76-36

Abstract: This dissertation analyzes a project in workers' participation in a large American corporation, where the author was a participant observer for nearly two years. The project introduced two basic forms of participation: joint worker-manager policy-making; and operational-level experiments with autonomous and semi-autonomous work groups. The program was analyzed in terms of the effectiveness of participation, including the level of participation throughout the company, the quality of decisions, and the possibility for worker cooptation. Based on lengthy interviews with workers and managers both before and one-and-one-half years into the experiments, changes in belief in participation, job satisfaction, and worker alienation are reported. Trends in productivity, turnover, and scrap rates are also analyzed. While the findings vary somewhat depending on the mode of participation, the thesis is that workers' participation is very difficult to accomplish primarily because it challenges the basic meritocratic principles around which modern corporations are organized.

Descriptors: *Participative management, *Corporation, Attitude surveys , Job satisfaction, Group dynamics, Labor relations, Industrial relations, Social organization, Theses

Identifiers: NTISLABPRU

PB-283 208/7ST NTIS Prices: PC A18/MF A01

Planning for Discourse. A Manual for the Diagnosis, Planning and Management of Group Participation Processes Based upon the Use of Issue Analysis Measures

Wojick (David E) Associates Fort Belvoir Va (410786)

Contract rept.
AUTHOR: Wojick, David E.
F2311L1 Fld: 5I, 5J, 92B, 92A GRAI7822
Jan 78 62p
Contract: DACW72-77-M-0257
Monitor: IWR-CR-78-1

Abstract: This report outlines a conceptual framework for analyzing group interaction at public meetings. Several indicators, built on issue tree analysis, are developed and offered as aid in both design and evaluation of public meeting dialogue. (Author)

Descriptors: *Participative management, *Social communication, Public opinion, Army planning, Group dynamics, Logic, Reasoning, Decision making

Identifiers: Manuals, NTISDODXA

AD-A057 227/1ST NTIS Prices: PC A04/MF A01

Administering Long-Term Care Services -- A Decision-Making Perspective

Northern Arizona Univ., Flagstaff. Coll. of Business Administration.*Washington Univ., Seattle. School and Graduate School of Business Administration.
AUTHOR: Smith, Howard L.; Discenza, Richard; Saxberg, Borje O.
E1963H2 Fld: 5A, 6E, 44G, 70B GRAI7819
1978 8p
Monitor: 18
Pub. in The Gerontologist v18 n2 p159-166 1978.

Abstract: In exploring patterns of decisionmaking in long-term care facilities, a comprehensive study was undertaken to define the manner in which critical decisions are made, the extent of participation by supervisory and nonsupervisory personnel in the decisionmaking process, and the extent to which residents are included in the decisionmaking process. Onsite interviews and questionnaires were completed by 233 nursing home supervisory and nonsupervisory personnel. The sample included 30 administrators, 29 nursing directors, 27 dietary supervisors, 46 licensed practical nurses, 57 nurse aides, and 44 dietary aides in 30 randomly selected proprietary nursing homes in the State of Washington that offered skilled and intermediate care. The focus of the questionnaire was on the measurement of decisionmaking patterns as defined in terms of communication and administrative influence. Nursing home administrators possessed the most influence over policy decisons. Operational decisions were generally the responsibility of specialized administrators, such as nursing directors or dietary supervisors. Within facilities, the responsibility for determining policies for personnel attitudes toward residents was well-grounded in either administrators or nursing directors. As a group, nursing directors perceived that they should have the most influence on attitudes toward residents. Frequent patterns of personal communication among administrators, nursing directors, and nonsupervisory nursing personnel were observed. Suggestions for further analysis and for applying the results of the study are offered. Supporting data are tabulated. The questionnaire is not included.

Descriptors: *Long term care administration, Administration, Attitudes, Health care delivery organizations, Health care facilities, Health care services, Health care, Health manpower, Health occupations, Health resources, Inpatient care, Licensed practical nurses, Long term care, Measurement, Medical personnel, Methodology, Nurse aides, Nurses, Patients, Personal health services, Registered nurses, Surveys, Washington(State)

Identifiers: HRP/UAD, HRP/ZJ, HRP/MDDB, HRP/KAB, HRP/KXA, HRP/EL, HRPGPO/YWA, HRPOCC/XDDD, HRPOCC/XDACA, HRPOCC/XDACB, HRPOCC/XDCA, HRPOCC/XDB, HRPOCC/X, Reprints, Decision making, Patients, Participative management, NTISHRANHP

HRP-0025449/0ST NTIS Price: Not Available NTIS

Professional Staff Participation in the Decision-Making Process in Selected University Libraries
AUTHOR: Lewis, George R.
E186211 Fld: 5B, 88D GRAI7818
Aug 75 192p
Monitor: 18
Available from ERIC Document Reproduction Service, Arlington, Va. 22210, PC$10.03, MF$0.83 Plus Postage.

Abstract: This study examined the organizational structures for professional staff participation in decision making at selected university libraries with membership in the Association of Southeastern Research Libraries, and determined the perceived degree, quality, and effectiveness of staff participation. Twenty-two library directors and 192 professional librarians responded to a questionnaire for biographical, institutional, practices, and perception data. Librarians favored participative management more than directors, and directors perceived themselves as practicing more participative management than did librarians. Both groups felt administrators should seek as much staff input as possible before decision making. Neither group strongly supported true participative management. Librarians did not see themselves as meaningfully involved in activities that influence library policies and practices, and young librarians and Blacks felt a strong need for increased participation. Both groups supported equal promotion and raises for nonadministrative and administrative librarians, and felt that staff involvement in decision making results in greater staff satisfaction and performance. Respondents rejected authoritarian library management and supported consultative management. The study recommended five areas for further research. The appendices include the questionnaires, comments, and a bibliography.

Descriptors: *Decision making, *Library administration, *Library research, *Library surveys, *University libraries, Data analysis, Librarians, Literature reviews, Participant involvement, Questionnaires, Statistical data

Identifiers: *Participative management, NTISHEWERI

ED-139 423 NTIS Prices: Not available NTIS

The Quality of Work Life Approach to Management: An Assessment of Its Use in New Plants

Michigan Univ., Ann Arbor. Inst. for Social Research.*Manpower Administration, Washington, D.C. Office of Research and Development.
(180 300)

Final rept.
AUTHOR: Nieva, Veronica F.; Perkins, Dennis N. T.; Lawler, Edward E. III
P2592C4 Fld: 5I, 70D GRAI7824
Mar 78 42p
Contract: DL-21-26-74-16
Monitor: DLMA 21-26-74-16-3

Abstract: This report describes a behavioral science consulting effort intended to improve the quality of working life (QWL) at a newly established pharmaceutical plant. The research covered a period of four years, from late 1972 when the decision was made to institute the QWL program, to early 1977 when consultation was officially terminated. The report is written from the perspective of an independent evaluation group located at the Institute for Social Research, University of Michigan. The goal of the assessment was to evaluate the outcomes of the consulting effort, as well as the processes by which these outcomes were attained. Evaluation data were collected at the Centerton plant, site of the QWL program, and at Baytown, and a comparison plant under the same corporate management. A variety of instruments and methods were employed in the research, including self-administered questionnaires, group and individual interviews, and the analysis of archival data.

Descriptors: *Quality of life, *Personnel management, *Industrial plants, Manpower, Attitudes, Job analysis, Leadership, Motivation, Productivity, Evaluation, Program effectiveness, Innovations, Participative management

Identifiers: *Quality of worklife, NTISLABPEH, NTISLABETA

PB-284 351/4ST NTIS Prices: PC A03/MF A01

Management by Objectives and Results. Instructors Guide

Kentucky Dept. for Local Government, Frankfort. Management Technology Exchange Program.*National Science Foundation, Washington, DC.

Final rept.
AUTHOR: Tutterow, Junie M.
F0245K4 Fld: 5A, 5I, 70B, 92A GRAI7904
Aug 78 39p
Rept No: KY/DLG/MTEP-78/4; 602-FR
Grant: NSF-ISP75-17949
Monitor: 18

Abstract: Municipal managers are constantly seeking to improve their organizational performance. One method of doing so is Management by Objectives and Results. This document suggests or supplies materials for the orderly presentation of this program. It also contains a time schedule for the implementation of this system over a six month period.

Descriptors: *Management methods, *Instructional materials, Specialized training, Participative management, Public administration, Manuals, Students, Local government

Identifiers: *Management by objectives, Teaching guides, NTISNSFG

PB-287 402/2ST NTIS Prices: PC A03/MF A01

Education of Water Resources Planners and Managers for Effective Public Participation

Clemson Univ., S.C. Water Resources Research Inst.*Office of Water Research and Technology, Washington, D.C.
AUTHOR: Albert, Harold E.

E1631K2 Fld: 5A, 70F, 48B GRAI7816
Feb 78 194p
Rept No: WRRI-71
Project: OWRT-A-999-SC
Monitor: OWRT-A-999-SC(7)

Abstract: Water resources development should provide measures and facilities which are responsive to the long-run needs and evolving preferences of the public. An important means of achieving this goal is effective participation in water resources planning and management. In order to achieve this, key representatives of the diverse interest groups and of the public must be sufficiently familiar with both the obvious and the subtle dimensions of public participation, and must be aware of objectives as well as alternative approaches to the process. Participants at this symposium included representatives from federal, state, and local government agencies, and from private interest groups.

Descriptors: *Citizen participation, *Water resources, *Meetings, Participative management, Government agencies, National government, State government, Local government, Industries, Universities, Decision making, Professional personnel, Attitudes

Identifiers: NTISDIOWRT

PB-280 243/7ST NTIS Prices: PC A09/MF A01

Impact of Management-By-Objectives Program at Oak Ridge National Laboratories

Tennessee Univ., Knoxville. Coll. of Business Administration.*National Science Foundation, Washington, D.C.

Final rept.
AUTHOR: Dewhirst, H. Dudley; Arvey, Richard D.
E1624G3 Fld: 5A, 70E GRAI7816
Mar 78 159p
Grant: NSF-NM-44352
Monitor: 18

Abstract: The primary objectives of the project were to determine the feasibility of Management-by-Objectives (MBO), a managerial technique widely used in business and industry, as an aid in management of Research and Development activities. The design of the research program called for gathering of data by questionnaire on MBO management, organizational climate, job satisfaction and other variables at two time periods--one at the beginning of the study and one 21 months later. Very little change occurred in the 21-month period, which suggests that pretraining levels of goal setting, participation and evaluation/feedback (the essential ingredients of MBO) may have been at optimum or nearly optimum levels. Analysis of interview data indicated that uncertainty associated with research and development tasks and the high talent level of personnel employed in R&D tasks are the major reasons why modification of traditional MBO practices seems necessary if MBO is to be successfully applied to R&D organizations. So modified, MBO appears to hold promise to better focus R&D organizations on broad goals and objectives.

Descriptors: *Research management, Participative management, Management systems, Objectives, Program effectiveness, Coordination

Identifiers: *Management by objectives, NTISNSFRMI

PB-280 127/2ST NTIS Prices: PC A08/MF A01

A Study of the Effects of Changes in Control Systems and Control Processes on Work Units

Michigan Univ., Ann Arbor. Inst. for Social Research.*Assistant Secretary for Policy, Evaluation and Research (Labor), Washington, D.C. (180 300)

Final rept. Apr-Dec 74
AUTHOR: Cammann, Cortlandt; Nadler, David A.; Mirvis, Philip H.
E1362L3 Fld: 5I, 70D GRAI7814
Jun 75 43p
Contract: DL-74-187
Monitor: ASPER/CCN-74/0187/A

Abstract: This study examines the effects of introducing a new control system into ten branches of a midwestern bank. The control system was designed to facilitate participative control and problem solving in the branches, and was hypothesized to have a positive effect on the level of participation in branches and on branch effectiveness. The effects of the new control system were evaluated by observing its use in the branches and by comparing questionaire and record information from these experimental branches with the same data collected from ten similar comparison branches where the control system was not implemented. The results of the study indicated that the new control system produced functional consequences in some of the work groups in the experimental branches, but not in others. Further, it appears that in some cases the functional results were due to an increase in participative control processes, while in others they were due to an increase in directive management.

Descriptors: *Banking business, *Personnel management, *Management planning, Participative management, Feedback, Problem solving, Performance evaluation, Organization theory, Experimental design, Surveys

Identifiers: NTISLABASP

PB-279 222/4ST NTIS Prices: PC A03/MF A01

The Quality of Work Program: The First Eighteen Months

Michigan Univ., Ann Arbor. Inst. for Social Research.**National Quality of Work Center, Washington, D.C.*Economic Development Administration, Washington, D.C. Office of Technical Assistance. (180 300)

Rept. for Apr 74-Oct 75.
E1354J1 Fld: 5I, 70D GRAI7814
1975 64p
Grant: EDA-99-6-09377
Monitor: EDA-78-064
Prepared in cooperation with National Quality of Work Center, Washington, D.C.

Abstract: This brief overview of the first eighteen months of the University of Michigan's Quality of Work Program attempts to summarize into a few opening pages the significant aspects of the more detailed succeeding sections of the report. It takes a quick look at what the Program's major objectives are, briefly examines the history and differing but integrated functions of its two affiliated contributing organizations and notes some highlights of the activities of the Program during the first year and half of existence.

Descriptors: *Personnel development, *Participative management, Quality of life, Employment, Productivity, Labor unions, Industrial relations, Program effectiveness, Evaluation

Identifiers: Quality of working life, NTISCOMEDA

PB-278 928/7ST NTIS Prices: PC A04/MF A01

Symposium Update

American Health Care Association, Washington, D.C.*George Washington Univ., Washington, D.C.

Special rept.
E1344C3 Fld: 6E, 44U GRAI7814
1976 29p
Monitor: 18
Status Report on recommendations from the George Washington Univ. - American Health Care Association Symposium on Participative Management in Nursing Homes.
Pub. in American Health Care Association Jnl. v2 n5 p25-48, 50-54 Sep 76.

Abstract: The proceedings and recommendations of a symposium sponsored by George Washington University and the American Health Care Association on participative management in nursing homes are presented in this status report. The report is organized into 14 articles representing the topics covered during the 2-day symposium. Some of these were safety to life and whether nursing homes can guarantee it, consumer protection and information with regard to the quality of the nursing home, the training of qualified personnel, the definition of quality of care and ways of measuring quality, physician involvement, and the function and role of nursing home administrators. Other articles report on the enforcement of standards through the Joint Commission on Accreditation of Hospitals, peer review, self-inspection, and consumer inspection; payment for service; alternatives to institutional care; the impact of government and the improvement of the government-provider liaison; responsibilities of the families of nursing home residents; and the control of drugs. Participants at the symposium suggested that nursing homes use community services, volunteers, and independent associations to help with manpower shortages and public education. Recommendations urged health planning agencies to allow more competition among facilities and to encourage consumer choice by broadening the availability of information about long-term care facilities. There are few references given in the report and little supporting data.

Administration, Assessments, Counseling, Criteria, Elderly persons, Environmental health, Evaluation, Financing, Health care delivery organizations, Health care delivery, Health care facilities, Health care services, Health care, Health education, Health occupations, Health resources, Inpatient care, Inpatient services, Long term care administration, Long term care, Measurement, Methodology, Patients, Personal health services, Quality assurance, Reviews, Safety hazards, Social services, Standards

Identifiers: HRP/UAD, HRP/ZJ, HRP/DEAA, HRP/DCA, HRP/EBA, HRP/GAJ, HRP/MDDB, HRP/KAE, HRP/KXA, HRP/KY, HRP/KL, HRP/KPF, HRP/PB, HRP/MB, HRP/UE, HRPGEO/YNC, HRPOCC/X, Reprints, *Nursing homes, *Participative management, *Meetings, *Consumer affairs, Health consumers, NTISHRANHP

HRP-0023924/4ST NTIS Price: Not Available NTIS

Management Involvement in the Ohio Board of Regents' Uniform Information System: A Case Study

College and Univ. Systems Exchange, Boulder, Colo.
AUTHOR: Baughman, George W.
E1342B1 Fld: 5A, 5I, 5B, 70B, 92D, 88B GRAI7814
Dec 76 13p
Monitor: 18
For related documents, see IR-004 737 and IR-005 421-432.
Available from EDRS in the complete proceedings, The Managerial Revolution in Higher Education: The Role of Information Systems, IR-004 737; it is also available at the cost of reproduction from the College and University Systems Exchange, 737 Twenty-Ninth Stre t, Boulder, Colorado 80303.

Abstract: This paper discusses the guidelines applied by the Ohio Board of Regents (OBR) for executive involvement in the development and implementation of information systems. It is a case study of how the OBR successfully designed, installed, and used an information system based on six guidelines developed in 'Administrative Data Processing: The Case for Executive Management Involvement' from the National Center for Higher Education Management Systems, 1975. These guidelines advocate (1) distinguishing between the substance of the decision process and the logistics/technology of systems, (2) reorganizing administrative structures to reflect function, (3) using the information system in the long range planning process and budgetary and allocation systems, (4) recognizing realistically the costs, the benefits, and the time needed for development, (5) creating wide-scale involvement at all levels and in all relevant departments, and (6) creating an environment for administrative units that promotes mutual interdependence rather than self sufficiency. Several exhibits provide examples of the output of such an information system.

Descriptors: *Administrator guides, *Case studies, *Information systems, *University administration, Administrative policy, Administrative principles, Data processing, Higher education

Identifiers: National Center for Higher Educ Management Systems, Ohio Board of Regents, *Participative management, NTISHEWERI

ED-146 943 NTIS Prices: Not available NTIS

Officials' Perceptions of the Effectiveness of Garland Urban Observatory Research Efforts

Garland Urban Observatory, Tex.**League of Cities-Conference of Mayors, Inc., Washington, D.C.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Policy Development and Research.

Final rept.
AUTHOR: Lamb, Charles W. Jr; Wallace, Ronald W.: Kerbel, Richard
E1213C3 Fld: 13B, 5A, 91G, 70, 43 GRAI7813
Aug 77 22p
Rept No: UO-LCCM-GAR-77-013
Monitor: HUD/RES-1295
Prepared in cooperation with League of Cities-Conference of Mayors, Inc., Washington, D.C. Contract HUD-H-2196R. See also report dated Feb 76, PB-260 504.

Abstract: Evaluating the experience of how a city and a university relate in working on city problems can be a measure of the effectiveness and acceptance of applied research efforts. This study is a documentation of city officials perceptions regarding the research outcome, implementation efforts, and overall effectiveness of the six research projects undertaken in the first year of the Garland Urban Observatory.

Descriptors: *Urban planning, *Universities, *Local government, Cooperation, Project planning, Performance evaluation, Program effectiveness, Municipalities, Resources, Participative management, Texas, Problem solving, Research projects

Identifiers: Garland(Texas), Texas A and M University, NTISHUDPDR, NTISNLCCM

PB-278 728/1ST NTIS Prices: PC A02/MF A01

You and Your Government -- Suggestions for Effective Advocacy for Ohio's Older Americans

Ohio Commission on Aging, Columbus.*Ohio Retired Teachers Association, Inc., Columbus.*League of Women Voters of Ohio, Columbus.
E0791L4 Fld: 5K, 44B, 92C GRAI7809
Dec 75 23p
Monitor: 18
Available from Ohio Commission on Aging, 34 N. High St., 3rd Floor, Columbus, OH 43215.

Abstract: Guidelines for citizen action on behalf of the elderly in Ohio are presented. Ways in which senior citizen centers and other organizations and clubs can take action in the local community to further the interests of the elderly are outlined. Information on registering and voting is presented, and citizens are urged to vote and to encourage others to vote in all elections. Citizens are also encouraged to write to public officials concerning issues affecting the elderly. A list of 'do's' and 'don't's' of public hearings are noted and guidelines for presenting effective testimony at public hearings are offered. Ways in which citizens can become active in party politics at the national, State, and local levels are described. Organizations of older persons and organizations with an interest in voter registration and voter education are described briefly. Citizens are urged to join an organization with purposes and interests similar to their own. Guidelines for working with the State Legislature on behalf of the elderly are presented, including information on finding relevant bills and obtaining copies, obtaining legal assistance, contacting State legislators at the beginning of a session, attending hearings, and working on budget bills.

Descriptors: *Participative management, *Ohio, *Community relations, Public relations, Public opinion, Public hearings, Management methods, Local government, Legislation, Law(Jurisprudence), Health related organizations, Health planning agencies, Health care, Health care delivery systems, Demography, Consumers, Communities

Identifiers: HRP/BDB, HRP/BDA, HRP/ZL, HRP/CDD, HRP/SA, HRPGEO/YOH, HRPOCC/XZ, *Elderly persons, Voting, Guidelines, Political science, NTISHRANHP

HRP-0017899/6ST NTIS Price: Not Available NTIS

Study of the Indian Health Servive and Indian Tribal Involvement in Health

Urban Associates, Inc., Arlington, Va.*Department of Health, Education, and Welfare, Washington, D.C. Office of the Secretary.
AUTHOR: Press, Daniel S.; Sakiestewa, Douglas; Kane, Roslyn D.
R0584F1 Fld: 6F, 5K, 44B, 92C GRAI7807
Aug 74 260p
Contract: DHEW-OS-72-209
Monitor: 18
Available from ERIC Document Reproduction Service, P.O. Box 190, Arlington, VA 22210 as ED 108 814.

Abstract: Addressing American Indians and the Indian Health Service (IHS), this report focuses on the process of Indian involvement and self-determination in health, emphasizing improvement of the effectiveness and responsiveness of Indian health services. Data derived from written documents, statistical figures, and personal interviews with over 200 people (tribal leaders, health board members, service unit directors, etc.) is presented via a 3 chapter focus. The 1st chapter details IHS structure and operational procedure (history, background, and goals; organizational structure and administration; relationship to the Department of health, Education, and Welfare; decision-making authority; planning and priorities; budgeting; staffing; and training programs). The 2nd chapter deals with Indian involvement (evolution of policy; responsibility for Indian involvement in IHS; Indian health boards; contracting with tribes and health boards; community health representatives; tribal health departments; and cultural sensitivity in IHS). Specific IHS issues constitute the focus of the final chapter (level of Indian health; health benefit package; the outpatient clinic; alcoholism; contract care services; 3rd party resources; national health insurance; and health maintenance organizations). (ERIC)

Descriptors: *Participative management, *Health care services, United States, Toxic diseases, Social services, Research, Private organizations, Private institutions, Prepaid health care, Poisons, Organization theory, Management methods, Local government, Health status indexes, Health statistics, Health resources, Health related organizations, Health planning agencies, Health maintenance organizations, Health insurance, Health care, Health care indexes, Health care facilities, Health care delivery, Government agencies, Financing, Ethnic groups, Detoxification, Demography, Data, Contracts, Consumers, Community relations, Communities, Classifications, Ambulatory health care

Identifiers: HRP/BDA, HRP/CDA, HRP/ZA, HRP/JC, HRP/CA, HRP/CB, HRP/MDE, HRP/MELD, HRP/MBC, HRP/UFC, HRP/MEGD, HRP/KPC, HRP/MEA, HRPGEO/YUS, HRPOCC/X, *American Indians, *Indian Health Service, NTISHRANHP

HRP-0013947/7ST NTIS Price: Not Available NTIS

Merits of Using Experts or Consumers as Members of Planning Groups: A Field Experiment in Health Planning

Ohio State Univ., Columbus. Graduate Program in Hospital and Health Services Administration.*National Center for Health Services Research, Rockville, Md.
AUTHOR: Nutt, Paul C.
E0494A2 Fld: 6E, 44B GRAI7806
1976 17p
Grant: PHS-HS-01413
Monitor: 18
Pub. in Academy of Management Jnl. v19 n3 p378-394 Sep 76.

Abstract: The relative effectiveness of consumer activists, service users, and service providers as health planners is explored in a field study conducted within the context of an actual areawide health planning agency. Twelve planning groups addressed one of two planning tasks: a primary health care program for a semiurban midwestern city; or a countywide home health care program. Primary care expert panels included pediatricians, family practice physicians, emergency room nurses, hospital administrators, and public health nurses. Primary care consumer panels included representativs from the boards of community oganizations. Home health care expert groups included physical therapists, public health nurses, and hospital home care coordinators. Home care consumer groups included patients or relatives of patients who use home care services. Controls for variations in leadership skill, participant ability, and perceptions of task importance and planning protocols were introduced. Findings show that the plans drawn by expert groups are of considerably higher qualtiy than those drawn by users. Although little support for user participation in planning is found, considerable innovation resulted from consumer activist participation in planning. Planning guides based on the findings are summarized. Details of the experiment, including the criteria by which the plans were judged, are provided. Tabular data illustrate research design, planning group composition, and comparison of group performance and preference.

Descriptors: *Participative management, *Health planning, Strategy, Methodology, Management methods, Local government, Health related organizations, Health planning agencies, Evaluation, Consumers, Community relations, Agencies

Identifiers: HRP/BDA, HRP/AD, HRP/ZE, HRP/AEA, HRP/BB, HRPGEO/YNO, HRPOCC/XZ, Reprints, *Health consumers, *Health providers, NTISHRANHP

HRP-0017994/5ST NTIS Price: Not Available NTIS

Community Participation and Influence in Health Care Delivery: Expectations, Performance and Satisfaction

Minnesota Univ., Minneapolis. Graduate School.*Virginia Commonwealth Univ., Richmond.

Doctoral thesis
AUTHOR: Macstravic, Robin Edward
E0493E3 Fld: 6E, 44U GRAI7806
Dec 73 212p
Monitor: 18
Thesis submitted to the faculty of the University of Minnesota in partial fulfillment of the requirements for the degree of Doctor of Philosophy.
Available from University Microfilms International, 300 N. Zeeb Road, Ann Arbor, MI 48106.

Abstract: The impact of community participation on the delivery of health care is explored. Hypotheses were formulated with regard to services, expectations, accessibility, hiring and training, feedback, utilization, and satisfaction. Data were collected through a client attitude study, a questionnaire administered to project directors, the development of project profiles, the evaluation of project performance, and the assessment of attribute variables. The study population was composed of 67 children and youth comprehensive health care projects funded under title II of P.L. 89-97. Ten projects were included in the survey of client attitudes, and 1,697 interviews were completed during July and August 1971. Data on the performance of all children and youth projects were obtained for the year ending September 30, 1971. Questionnaires sent to the directors of all projects in the fall of 1971 resulted in information on the level, scope, and form of community participation. Of the 67 operational projects, 50 contributed sufficient data on community participation. To describe community participation, a scale was developed that involved different levels of influence that a community might have over operational decisionmaking. Community participation appeared to result in somewhat broader expectations of health programs by clients, relatively greater emphasis on nonmedical services by health programs, and the hiring and training of more community residents as health workers. Appendixes contain procedural information on the study and questionnaire forms. A bibliography is provided.

Descriptors: *Participative management, *Health care delivery organizations, *Community relations, United States, Surveys, Projects, Pediatrics, Methodology, Health care, Health care services, Health care delivery, Data collection, Data acquisition, Child health services

Identifiers: HRP/UBA, HRP/ZE, HRP/JB, HRP/KQ, HRP/TBBA, HRPGEO/YUS, HRPOCC/XZ, NTISHRANHR

HRP-0017222/1ST NTIS Price: Not Available NTIS

An Approach to the Incorporation of Social Psychological Factors in Work Design

Air Force Inst of Tech Wright-Patterson AFB Ohio School of Systems and Logistics (012250)

Technical rept.
AUTHOR: Badalamente, Richard V.
E0481I2 Fld: 5I, 5J, 70D, 92B GRAI7806
Nov 77 105p
Rept No: AFIT-LS-4-77
Monitor: 18

Abstract: Managers have been offered a wide variety of strategies for designing the work system. Emanating from the so-called behavioral science school of management, these strategies include job enrichment or enlargement, job rotation, participative decision-making, management by objective, and sensitivity or T-group training, among others. Unfortunately, the zeal with which these strategies have been promoted has sometimes overshadowed the need for a systematic approach to work design so necessary if optimization is to be achieved. Thus, many potentially effective behavioral science strategies have had a discouragingly high failure rate in the corporate sector. This suggests the need to analyze in depth the assumptions inherent in these strategies concerning the determinants of human behavior. This report contains such an analysis. Employing an eclectic approach involving both empirical behaviorism and cognitive theory, three broad categories of management strategy--enrichment, involvement, and incentive--were broken down into behavioral correlates and inherent assumptions. These were arrayed in a series of behavioral taxonomies. These taxonomies were then employed to develop a set of propositions for incorporating social psychological factors in work design.

Descriptors: *Personnel management, *Social psychology, *Participative management, Personnel development, Management training, Job analysis, Manpower utilization, Management engineering, Motivation, Work functions, Job satisfaction, Job training, Enrichment, Decision making , Salaries, Performance(Human), Behavior, Rotation, Sensitivity, Failure, Human relations

Identifiers: NTISDODXA

AD-A048 104/4ST NTIS Prices: PC A06/MF A01

Developing Subarea Councils

Health Planning Research Services, Inc., Fort Washington, Pa.*Public Health Service, Rockville, Md.

Technical rept.
F0311D3 Fld: 6E, 44B, 70B GRAI7804
1974 86p
Rept No: TR-2
Contract: PHS-293-74-0011
Monitor: 18

Abstract: Guidelines for use by health systems agencies (HSA's) or potential HSA's in making and implementing decisions regarding the establishment or continuation of subarea councils are presented. The guide has relevance for three types of organizations: organizations that have subarea councils and elect to retain them; organizations that are considering the possibility of forming subarea councils; and organizations that face overriding political or other considerations that dictate the formation of subarea councils. The approach each type of organization should take to using the guide is described. The guide opens with a review of the provisions of the National Health Planning and Resources Development Act of 1974 (P.L. 93-641) concerning subarea councils. General and specific considerations to be taken into account in making the decision to establish subarea councils are discussed. A list of activities in which subarea councils might engage is provided, followed by information on the organization, development, and utilization of subarea councils. Subsequent sections discuss providing for subarea councils in agency bylaws and in policies and procedures manuals and reviewing existing subarea council programs with a view toward compliance with P.L. 93-641. Step-by-step procedures for assessing an agency's needs in regard to subarea councils are presented. A review of the relationship between the governing body and the subarea council and suggestions regarding subarea council composition are appended.

Descriptors: *Health systems agencies, *Health planning councils, United States, Responsibilities, Participative management, Organization theory, Management methods, Local government, Legislation, Law(Jurisprudence), HSA(Health systems agencies), Health resources, Health related organizations, Health planning agencies, Health care delivery systems, Consumers, Community relations

Identifiers: HRP/BDAAB, HRP/BDAAC, HRP/MEB, HRP/SA, HRP/ZD, HRPGEO/YUS, HRPOCC/XZ, Guidelines, National Health Planning and Resources Development Act of 1974, Public Law 93-641, *Councils, NTISHRANHP

HRP-0012640/9ST NTIS Prices: PC A05/MF A01

Decentralizing City Government (An Evaluation of the New York City District Manager Experiment)

Columbia Univ., New York. Bureau of Applied Social Research.*National Science Foundation, Washington, D.C. Research Applied to National Needs. (067 150)
AUTHOR: Barton, Allen H.; Fainstein, Norman I.; Fainstein, Susan S.; Friedman, Nathalie S.; Heginbotham, Stanley J.
E0261G3 Fld: 5D, 70F, 91G GRAI7803
1977 295p
Rept No: ISBN-0-669-01098-7
Grant: NSF-APR72-03366
Monitor: NSF/RA-770006
Library of Congress Catalog Card no. 76-43600. See also report dated Oct 74, PB-240 455. Paper copy available from The Trustees of Columbia University, New York, New York 10027.

Abstract: New York City's Office of Neighborhood Government demonstration attempted to create a small urban unit of government with a devolution of power to the neighborhood level to provide better delivery of city services and to encourage citizen participation. Results are presented so that the policymaker, citizen, or student of public administration can assess the potential of decentralization and local coordination of service management within large governmental units. The project is organized in four main components: (1) The administrative analysis component examined the organizational structure and actual implementation of the district manager-district cabinet experiment in the first five districts. (2) The service delivery and cost analysis component recorded the results of sixty-five projects of interdepartmental cooperation, measured the costs of operating the district manager offices and the central Office of Neighborhood Government, and gathered data from eight city departments on allocation of resources to all sixty-two Community Planning Districts. (3) The leadership study component surveyed three hundred and fifty community leaders in 1972, interviewed selected community leaders and local officials participating in district cabinets in 1973, and resurveyed community leaders in 1974. (4) The public survey component interviewed 1683 residents of seven Community Planning Districts in 1972.

Descriptors: *Local government, *Metropolitan areas, Decentralization, Neighborhoods, Services, Citizen participation, Coordination, Participative management, Operating costs, Cost analysis, Leadership, New York

Identifiers: New York City(New York), NTISNSFRA

PB-274 295/5ST NTIS Price: MF A01

Consumer Participation in Health Services Planning and Administration

North Carolina Univ. at Chapel Hill. Dept. of Health Administration.
AUTHOR: Herzog, W. T.
E0233A1   Fld: 6E, 44B   GRAI7803
May 75   62p
Monitor: 18

Abstract: Issues surrounding consumer participation in the planning and administration of health services are discussed, and approaches to improving such participation are suggested in a paper based in part on experience with consumer involvement in World Health Organization programs. Questions involved in defining the consumer, deciding who is to be represented, and establishing the relationship between the political system and consumer involvement are considered. The purposes of consumer participation are reviewed, including improvement of the quality of services, provision of a mechanism for accountability, contribution to individual and community capacities for acting on health problems, provision of information, interpretation of health agency goals and programs, and augmentation of agency staff. Specific approaches to improving consumer participation in health organizations are described within the following general categories: (1) approaches centered within and controlled by the community (e.g., citizens health committees); (2) joint partnership efforts (e.g., joint provider / consumer control of services); (3) approaches centered within and controlled by the health organization (e.g., advisory committees); (4) inclusion of consumers as members of policy and / or operational bodies of the health organization; (5) use of communication channels to increase information exchange between the organization and consumer groups; and (6) approaches directed toward changing the nature of the interface between the health care system and its environment. A list of references is included.

Descriptors: *Participative management, *Consumers, Methodology, Management methods, Local government, Health related organizations, Health planning agencies, Health care delivery organizations, Community relations

Identifiers: HRP/BDA, HRP/ZE, HRP/UBA, HRPGEO/YNO, HRPOCC/XZ, *Health consumers, Health planning, Health services administration, NTISHRANHP

HRP-0012800/9ST   NTIS Prices: PC A04/MF A01

United States Air Force Security Police Effectiveness as a Function of Management Style

Air Force Inst of Tech Wright-Patterson AFB Ohio (012200)

Master's thesis
AUTHOR: Costello, John Stephen
E0231K4 Fld: 5A, 5I, 74, 70B GRAI7803
Jul 77 64p
Rept No: AFIT-CI-77-89
Monitor: 18

Abstract: This thesis deals with management effectiveness. The major focus is upon participative management and its relationship to organizational productivity. A secondary area is an examination of differences in management styles that can be attributed to time on the job, specifically within the organization or position in the organizational hierarchy. This paper attempts to explore the hypothesis that a more participative style of management can be more effective within the United States Air Force Security Police Squadrons, especially in view of the highly qualified and educated individuals who are coming into the Air Force today.

Descriptors: *Military police, *Air Force personnel, *Squadrons, *Management engineering, Effectiveness, Military organizations, Management, Behavior, Human resources, Systems approach, Human relations, Leadership, Decision making, Theses, Supervisors, Motivation, Questionnaires

Identifiers: Participative management, NTISDODXA

AD-A046 838/9ST NTIS Prices: PC A04/MF A01

Consumer Action in Health Care

Washington Univ., Seattle. School of Pharmacy.*Minnesota Univ.,
Minneapolis. Coll. of Pharmacy.
AUTHOR: Christensen, Dale B.; Wertheimer, Albert I.

E0053L1 Fld: 6E, 44B GRAI7801
1976 7p
Monitor: 18
Pub. in Public Health Reports v91 n5 p409-411 Sep-Oct 76.

Abstract: Various aspects of the consumer movement in health care are considered, including modes of consumer participation and issues pertaining to consumer representation on State regulatory boards for health professionals. In 1976, 12 States required consumer membership on one or more regulatory boards, and approximately 20 other State legislatures contemplated such requirements. Historical trends in the consumer movement are reviewed. Several mechanisms of action are available to consumers: (1) economic control through refusal to purchase; (2) collective control of funds (third parties) on legislation; and (3) exercise of consumer sovereignty in the marketplace. The effects of individual and collective assertions of control by consumers are discussed in relation to health-related products, particularly prescription drugs and eyeglasses. The recommendation is made that consumers become better informed about common indexes of practitioner and service quality, service fees, and patient rights. It is noted that consumer guides to physician and hospital services are available for this purpose. Evidence is presented to illustrate increasing consumer strength in the health sector, based on the growth of health and welfare programs for labor and the development of consumer groups. Third party payment plans are also viewed as a means of representing the collective interests of consumers. Additionally, the collective voice of consumers can be effective in the implementation of change through legislation. The case for consumer representation on State regulatory boards is discussed, and problems associated with the implementation of consumer participation are addressed.

Descriptors: *Participative management, *Consumer affairs, Regulations, Methodology, Management methods, Local government, Health related organizations, Health planning agencies, Health education, Health care delivery systems, Health care delivery organizations, Counseling, Councils, Consumers, Consumer health education, Community relations, Boards

Identifiers: HRP/BDA, HRP/ZF, HRP/SB, HRP/PB, HRP/UBAA, HRP/MEN, HRPGEO/YNO, HRPOCC/XZ, Reprints, *Health consumers, Recommendations, State government, NTISHRANHP

HRP-0014788/4ST NTIS Price: Not Available NTIS

Analysis of Judgment Policy: A New Approach for Citizen Participation in Planning

Colorado Univ., Boulder. Graduate School of Public Affairs.*National Inst. of Mental Health, Rockville, Md.*McDonald's Corp., Oak Brook, Ill. Public Affairs Dept.
AUTHOR: Stewart, Thomas R.; Gelberd, Linda

D3785E1 Fld: 5A, 44B, 91G GRAI7726
1975 9p
Grant: PHS-MH-16437
Monitor: 18
A version of this paper was presented at the 1972 annual conference of the Urban and Regional Information Systems Association.
Pub. in American Institute of Planners Jnl. v42 n1 p33-41 Jan 76.

Abstract: Analysis of judgment procedures were employed in a study of the judgments of city council members and local interest groups. It was envisioned in the study that the procedures could form the basis for an improved approach to citizen participation in planning. The study was conducted in Boulder, Colorado, and nine city council members and the city manager agreed to participate. Four citizen groups were selected for participation in the study, two groups representing business interests and two groups representing environmental interests. Emphasis was placed in the study on judgments about alternate ways of allocating funds among five spending categories: streets, community development, purchase of land for parks and open space, sewer and water expansion, and public information. Judgment policies of each study participant were analyzed by regression and correlation techniques. Levels of spending in the five categories were the independent variables, and judgment was the dependent variable. It was found that information obtained from analysis of judgment procedures was in a precise numerical form that could be presented graphically. The information was easy to understand and could be used in additional computations. Analysis was based on a number of judgments and clarified the consistent policy underlying the judgments. It is concluded that analysis of judgment procedures can be used in limited studies as well as in extensive studies involving a variety of procedures and objectives.

Statistical analysis, State regions, Participative management, Methodology, Management methods, Local government, Health related organizations, Health planning agencies, Health care, Data processing, Data processing systems, Data analysis, Consumers, Community relations , Colorado

Identifiers: HRP/BDA, HRP/ZK, HRP/TBCFB, HRPGEO/YCO, HRPGEO/YCN, HRPOCC/XZ, Reprints, Analyzing, *Judgement, Procedures, *Citizen participation, *Urban planning, NTISHRANHP

HRP-0016413/7ST NTIS Price: Not Available NTIS

Application of Behavioral Science Theories within the Army Project Management Office

Defense Systems Management School Fort Belvoir Va (408462)

Study project rept.
AUTHOR: Arnette, Ben S. Jr
D3772D2 Fld: 5I, 70D GRAI7726
May 73 46p
Monitor: 18

Abstract: Military managers are receiving more and more exposure to behavioral management theories, but there does not appear to have been a corresponding increase in their application. This study contains a summary of Dr. Chris Argyris' theory of integrating individual and organizational objectives and Dr. Frederick Herzberg's motivation-hygiene theory and examples of practical applications of each in the Army project management office. This study is intended to provide managers with a starting point for the use of these theories and also to cause managers to begin to consider behavioral management theories as a usable management tool. (Author)

Descriptors: *Management training, *Personnel management, Management, Behavioral science, Reports, Military organizations, Military applications, Theory, Motivation, Productivity, Recognition

Identifiers: *Management by objectives, Participative management, Project management, NTISDODXA

AD-A045 255/7ST NTIS Prices: PC A03/MF A01

Tactics and Techniques of Community Practice

Michigan Univ., Ann Arbor.*California State Univ., Sacramento.
AUTHOR: Cox, Fred M.; Rothman, Jack; Tropman, John E.; Erlich, John L.
D3704F1   Fld: 5A, 44A, 70B   GRAI7725
1977   441p
Monitor: 18
Available from F. E. Peacock Publishers, Inc., 401 W. Irving Park Rd., Itasca, IL 60143.

Abstract: A compilation of articles on the relationship between strategies and tactics for community planning and program administration is provided. A distinction is made between strategies, and tactics and techniques. Strategies are defined as organized efforts to influence a person or system in terms of a specific goal. Tactics and techniques are viewed as specific interventive devices that contribute to the operationalization of strategies. The primary differences between strategies and tactics relate to scope and duration. Thirty-seven articles are classified under seven headings: (1) assessing a situation (community life, community needs and resources, organizations, and library sources); (2) planning with a community (policy analysis, interorganizational cooperation, planning tools, and conference planning); (3) organizing for change (innovation, coalition formation and development, consumer cooperatives, organization building in working class communities, and methods of inducing change); (4) exercising influence over individuals and groups, legislative bodies, financial resources, and elections; (5) administering programs (staffing and personnel policies, multiple constituencies, and finance management); (6) evaluating programs; and (7) work guides. A bibliography is included.

Descriptors: *Strategies, *Management methods, *Community relations, Strategy, Sources, Political science, Policies, Personnel management, Participative management, Objectives, Methodology, Local government, Health related organizations, Health planning, Health planning agencies, Health care, Guidelines, Financial management, Evaluation, Documents, Consumers, Availability, Agencies

Identifiers: HRP/AD, HRP/ZE, HRP/BDA, HRP/AEA, HRP/BB, HRP/BG, HRP/RAA, HRP/BC, HRP/BJ, HRP/TAA, HRP/AA, HRPGEO/YNO, HRPOCC/X, Relationships, NTISHRANHP

HRP-0019156/9ST   NTIS Price: Not Available NTIS

A Comparison of Squadron Level Performance and Responsibility Center Manager Involvement in Resource Management

Air Force Inst of Tech Wright-Patterson AFB Ohio School of Systems and Logistics (012250)

Master's thesis
AUTHOR: Bradley, Roger C.; McSwain, Thomas C. Jr
D3575K3 Fld: 5A, 15E, 70, 74E GRAI7724
Jun 77 191p
Rept No: AFIT-LSSR-3-77A
Monitor: 18

Abstract: The purpose of this research was to determine the degree of USAF squadron level Responsibility Center Manager (RCM) involvement in the base level Resource Management Systems (RMS) and to test the relationship of this involvement with organizational efficiency and effectiveness. A survey instrument was administered to a random sample of RCMs in selected major commands. Using factor analysis, five factors were identified which characterized RCM involvement in the RMS. Those five factors were described as: Review and Monitoring Resource Consumption; Use of the Resource Advisor; Control of Resources; Interface with the Commander and Financial Management Committees; and Interface with Subordinate Cost Centers. RCM involvement in Review and Monitoring Resource Consumption, Use of the Resource Advisor, and Interface with Subordinate Cost Centers was found to be relatively high. There was an indication of involvement in the remaining factors; however, the level of involvement could not be characterized as either high or low. There was no meaningful positive correlation between the level of involvement in the five factors and organizational efficiency or effectiveness as had been hypothesized. This provided an indication that the DOD RMS are not achieving their goal of helping managers operate efficiently and effectively. (Author)

Descriptors: *Resource management, Finance, Air Force operations, Air Force planning, Management planning and control, Squadrons, Participative management, Effectiveness, Efficiency, Air Force budgets , Data acquisition, Surveys, Questionnaires, Data reduction, Factor analysis, Correlation techniques, Theses

Identifiers: NTISDODXA

AD-A044 132/9ST NTIS Prices: PC A09/MF A01

Potential Contribution of Consumers to an Integrated Health Care System

Mon Valley Health and Welfare Council, Inc., Monessen, Pa.*Health Resources Administration, Rockville, Md.*Pittsburgh Univ., Pa. Graduate School of Public Health.
AUTHOR: Pecarchik, Robert; Ricci, Edmund; Nelson, Bardin
D3373K1 Fld: 6E, 44H GRAI7722
1975 5p
Contract: PHS-110-71-254
Monitor: 18
Pub. in Public Health Reports v91 n1 p72-76 Jan-Feb 76.

Abstract: A conceptual model for consumer participation in health services delivery is formulated based on experiences with the Mon Valley (Pennsylvania) Health and Welfare Council. Members of the Mon Valley Health and Welfare Council committees are drawn from the community in general and are selected for their interest in a particular subject, their particular perspective, and their expertise. The strength of these committees lies in their providing forum in which representatives of all sectors of the community can respond to health care issues. It is noted, however, that the presence of consumer representatives does not guarantee meaningful consumer participation in decisionmaking and planning. The most salient factor in meaningful participation by the consumer is his preparedness. The consumer's role is viewed as that of a special kind of provocative agent operating between primary and secondary organizational levels of experts. As the consumer role evolves, it may legitimize the role of the secondary organizational layer by using the information-gathering capacity of that layer to provoke changes in the primary organizational level. The availability of systematically collected information about operations of the health care system should further promote consumer participation.

Descriptors: *Participative management, *Health care delivery organizations, *Consumer affairs, State regions, Pennsylvania, Organization theory, Methodology, Management methods, Health related organizations, Health planning agencies, Community relations, Boards

Identifiers: HRP/UBAA, HRP/BK, HRP/ZE, HRPGEO/YPA, HRPGEO/YCN, HRPOCC/XZ, Reprints, *Health consumers, NTISHRANHP

HRP-0014492/3ST NTIS Price: Not Available NTIS

Community Participation in Health Movement: Its Origin and Present Status
AUTHOR: Evashwick, Connie Joann
D3373J1 Fld: 6F, 44B GRAI7722
24 May 71 30p
Monitor: 18
Available from University Microfilms International, 300 N. Zeeb Road, Ann Arbor, MI 48106.

Abstract: The role of community participation in the provision of health services is investigated. It is noted that community participation encompasses political science and business theories of decisionmaking, sociological concepts of the community structure and interaction patterns, psychological studies of the effect of participation on the underprivileged, and theories of political action. Historical perspectives on community participation are reviewed, with the consumer participation movement gaining impetus in 1965. The impact of the 'War on Poverty' and activities of the Office of Economic Opportunity on community participation in health are assessed. The Economic Opportunity Act was conceived to combat the economic and social problems of the poor, and initial legislation dictated that programs sponsored under the act have the maximum feasible participation of poor individuals. The statement is made that, since 1965, the Federal Government has reinforced the concept of community participation by introducing it into other health legislation. Amendments to the Economic Opportunity Act in 1967 are noted, as well as support by the Public Health Service for neighborhood health centers. Theoretical and philosophical issues pertaining to community participation are discussed. It is concluded that consumer organization and mobilization require time, money, manpower, and personal commitment. A bibliography is provided.

Descriptors: *Participative management, United States, Organization theory, Methodology, Management methods, Local government, Legislation , Law(Jurisprudence), Health resources, Health related organizations, Health planning agencies, Health care services, Health care delivery systems, Consumers, Community relations

Identifiers: HRP/BDA, HRP/ZE, HRP/SA, HRP/MFL, HRP/UBA, HRPGEO/YUS, HRPOCC/XZ, *Community health services, NTISHRANHP

HRP-0014327/1ST NTIS Price: Not Available NTIS

Physician Participation in Health Service Management: Expectations in United States and Experiences in England

Wisconsin Univ.-Madison.*Withington Univ. Hospital (England). Dept. of Gastroenterology.*Manchester Univ. (England). Dept. of Social Administration.
AUTHOR: Schulz, Rockwell; Grimes, David S.; Chester, T. E.
D3133J4 Fld: 6E, 5A, 44U, 70B GRAI7720
1976 22p
Monitor: 18
Pub. in Milbank Memorial Fund Quarterly / Health and Society p107-128 1976.

Abstract: The effectiveness of physician participation in hospital management is evaluated, based on expectations in the United States and actual experiences in England with the National Health Service. Management decisions must be distinguished from clinical decisions in which there is essential autonomy for the physician, either individually or collectively through a specialty organization. Management issues of concern to physicians include the definition of hospital goals and plans, the allocation of resources, obtaining resources through fixing the level of charges and determining the facilities to be provided, and personnel decisions. Reasons for and against physician participation are detailed. Implications of the reorganization of England's National Health Service for the United States are discussed in relation to such organizational components of the health care delivery system as DHEW, State health coordinating councils, State health planning and development agencies, health systems agencies, and community institutions and organizations. Based on increasing governmental regulation as called for in PSROs (professional standards review organizations) and health planning legislation, pressures to contain rising costs, physician strikes, and other manifestations of change, it is suggested that traditional hospital organization and management patterns be reexamined.

Descriptors: *Hospital administration, Organization theory, Management methods, Health resources, Health related organizations, Health care services, Health care delivery organizations

Identifiers: HRP/UAA, HRP/ZB, HRP/MEL, HRP/AA, HRPGFC/YNC, HRPOCC/XZ, Reprints, *Participative management, *Physicians, Evaluation, United States, Great Britain, Foreign countries, National health service, NTISHRANHP

HRP-0012387/7ST NTIS Price: Not Available NTIS

Status of the F-16 Aircraft Program: Department of the Air Force

General Accounting Office, Washington, D.C. Procurement and Systems Acquisition Div.

Report to the Congress.
D3071J2 Fld: 1C, 5A, 51C, 70B, 92E GRAI7719
1 Apr 77 31p
Rept No: PSAD-77-41
Monitor: 18

Abstract: The F-16 fighter aircraft is being developed by the United States and will be jointly produced by the United States and four European countries. This report deals predominantly with the United States development and procurement of the aircraft as it enters production in September 1977. In December 1976 the Air Force added 738 aircraft to their original buy of 650 F-16 aircraft. The Air Force reported cost growth of $1.4 billion on the original 650 aircraft and a total program cost of about $13.8 billion. The Secretary of Defense should reassess the survivability features of the F-16, not allow European pressure to hamper the performance of the testing, and invite the Europeans to participate in any assessment of the test schedule.

Descriptors: *Jet fighters, *Air Force procurement, *Management control reports, Mission profiles, Product development, Foreign government, Participative management, Management planning, Cost analysis

Identifiers: F-16 aircraft, *Status reports, Congressional reports, NTISGAO

PB-268 504/8ST NTIS Prices: PC A03/MF A01

Double Dynamics: Women's Roles in Health and Illness. A Report of a Conference Conducted by the Center for Women in Medicine, the Medical College of Pennsylvania

Health Resources Administration, Rockville, Md. Office of Health Resources Opportunity.
D2954B1 Fld: 6E, 5I, 44R, 70D, 92C GRAI7718
Dec 75 88p
Contract: PHS-HRA-230-76-0073
Monitor: 18
Conference held Dec. 7-9, 1975 in Philadelphia, Pa.

Abstract: Proceedings of a conference held to assist the Office of Health Resources Opportunity, DHEW, in developing a long-range plan for improving the efficacy of women in the health system are reported. The 50 conference participants, including both men and women, were chosen from a wide range of professional, occupational, geographic, private / public sector, and minority groups to contribute their experience and expertise concerning the status of women in health. The conference addressed the issue of improving the health efficacy of women in four major categories: women as paid providers; women as consumers; women as extra-market providers; and women as decisionmakers. From each of these perspectives, discussion groups considered the structure and organization of the health care system, financing policies, regulations needed for change, strategies for research and action, accessibility of health and medical services, appropriateness and acceptability of health care, and health career opportunities. The report includes an outline of the organization of the conference; a copy of the agenda; the opening remarks of the associate administration for health resources opportunity programs, Health Resources Administration, DHEW; a presentation on health efficacy; a summary of the background, objectives, and format of the conference; and a summary of the proceedings of the conference and of its recommendations. Appendixes include 12 'minipapers' relevant to discussion group topics, a bibliography, lists of participants, and an evaluation of the conference.

Descriptors: *Personnel management, *Health care services, Sociology, Social services, Public relations, Public opinion, Public hearings, Policies, Participative management, Objectives, Minority groups, Methodology, Management methods, Health resources, Health related organizations, Health planning, Health planning agencies, Health manpower, Health care, Health care delivery organizations, Guidelines, Family planning, Demography, Community relations, Communities, Classifications

Identifiers: HRP/RC, HRP/BDB, HRP/CD, HRP/ZM, HRP/AA, HRP/MCAF, HRP/KPB, HRP/UB, HRP/UH, HRPGEO/YNO, HRPCCC/XZ, *Meetings, *Females, NTISHRANHP

HRP-0014453/5ST NTIS Prices: PC A05/MF A01

Consumer Evaluation of Health Services: Implications for Methodology and Health Care Policy

Missiouri Univ. - Columbia.*National Inst. of Mental Health, Rockville, Md.*Cincinnati Univ., Ohio. Dept. of Community Health.
AUTHOR: Hessler, Richard M.; Walters, Michael J.
D2952E2 Fld: 6E, 44B GRAI7718
1975 11p
Grant: PHS-MH-21742
Monitor: 18
Pub. in Medical Care v13 n8 p638-693 Aug 75.

Abstract: An experimental application of a consumer evaluation model is described in which the consumer of health services is given control over the research process, decisionmaking is decentralized, and the consumer develops and applies policy recommendations based on research findings. Seven consumer team members were recruited from a pool of persons involved in mental health care on a voluntary or nonpaid basis. The team included four men and three women, three of whom were fully employed, two were housewives, one was retired, and one was employed part-time. The consumers were given complete authority and means to evaluate certain aspects of the community mental health center serving the large rural population of the county in which they lived. A grant of $4,600 was used by the team for special information, consultants, personal travel, and a regular stipend of $10 per person for each regular meeting. Approximately 30 regular and many special meetings were held from May 8, 1973 to May 20, 1974. The activities of the team were observed and recorded throughout the 13-month period, during which the main problem addressed by the team was the organization and delivery of followup care for former mental patients. The activities of the consumer team are reviewed, and the the impact of the model on methodological issues -- objectivity, researcher autonomy, and control over research decisionmaking -- are discussed. The implications of the consumer evaluation model for integrating social research and health policy formulation are analyzed, and principles of citizen evaluation research are presented. It is concluded that consumer evaluation has the advantage of increasing the likelihood that community norms and values will be included in the formulation of social policy. To participate in evaluative research, however, consumers must first understand evaluative research methodology and techniques of data analysis.

Descriptors: *Participative management, Quality assurance, Methodology, Measurement, Management methods, Local government, Health related organizations, Health planning agencies, Health care, Community relations

Identifiers: HRP/BDA, HRP/EB, HRP/DEA, HRP/ZE, HRPGEC/YNC, HRPOCC/XZ, Reprints, Policies, Evaluation, Models, *Health consumers, Citizen participation, NTISHBANHP

HRP-0010579/1ST NTIS Price: Not available NTIS

Measuring Consumer Desire for Participation in Clinical Decision Making
AUTHOR: Vertinsky, Ilan B.; Thompson, William A.; Uyeno, Dean
D2951L1 Fld: 6E, 44R, 57E, 92C GRAI7718
1974 14p
Monitor: 18
Pub. in Health Services Research v9 p121-134 1974.

Abstract: A sample population of 200 subjects in Vancouver, Canada was surveyed to determine physician / patient role orientations preferred by patients in clinical decisionmaking. A structured interview was designed to examine role preferences. Attitudinal dimensions governing the desired participation of consumers in clinical decisionmaking situations were identified by factor analysis. Dimensions of role orientations were categorized as follows: information seeking activities (anxiety reduction through reading and inquiry), indirect participation (thorough examination, second opinion, anxiety reduction in general, and self-medication), and direct decisionmaking (patient decision and avoidance). Indexes measuring these dimensions were defined, and index scores obtained for the study population indicated that patients wanted to employ physicians as information sources and to a certain extent as decisionmakers, but that they also wanted to have some input into the decision process. An analysis of sociodemographic and experiential variables did not identify any single variable that could predict role preferences.

Sociology, Socioeconomic status, Socioeconomic factors, Physicians, Health occupations, Health care, Foreign countries, Demography

Identifiers: HRP/RCB, HRP/ZE, HRP/CH, HRPGEC/YFO, HRPOCC/XA, Reprints, *Participative management, *Decision making, Surveys, Vancouver(Canada), *Health consumers, Canada, NTISHRANHP

HRP-0009270/0ST NTIS Price: Not available NTIS

Collaboration Between Staff / Board in Community Mental Health Programs

Missouri Univ.-Columbia. School of Social and Community Services.*National Inst. of Mental Health, Rockville, Md.
D2871G3 Fld: 6E, 5J, 5A, 44B, 92B, 70B GRAI7717
Feb 76 24p
Grant: PHS-MH-14092
Monitor: 18

Abstract: The establishment of effective working relationships between staff and board members involved in community mental health programs is addressed with emphasis on citizen collaboration with the staff of community mental health programs. Consideration is given to the essential characteristics of effective board members, role differentiation between board and staff members, and the structures, mechanisms, responsibilities, and potential benefits of collaboration. An entrepreneur model is described as a means by which managers can supplement their own abilities with those of others. Social aspects in the organization of community mental health programs are discussed. It is felt that board members can add to quantitative and qualitative management capacities in public and private mental health agencies and that citizen participation in the planning of research may be crucial to the utilization of findings. Value judgments must enter into the process of selecting questions to which professional effort and other resources are to be committed. Characteristics of effective board members are noted, as well as criteria for board member selection and the purpose and responsibilities of a board of directors. Program and process objectives of community mental health staff and board members are delineated. Major functions of a board of directors are listed, and typical committees of a board are examined, e.g. service, public social policy or public issue, agency interpretation, and board development and training committees. Requirements for the development of effective working relationships between board and staff members are detailed. A bibliography is provided.

Descriptors: *Management methods, *Health related organizations, Standards, Reviewing, Quality assurance, Participative management, Organization theory, Methodology, Measurement, Local government, Health resources, Health planning agencies, Health occupations, Health care, Health care services, Health care delivery, Evaluation, Criteria , Coordination, Cooperation, Consumers, Community relations, Assessments

Identifiers: HRP/BDA, HRP/ZF, HRP/UB, HRP/DEAA, HRP/DCA, HRP/EBA, HRP/MEL, HRP/BF, HRPGEC/YNO, HRPOCC/XJ, *Mental health care, Models, Communities, Boards, NTISHRANHP

HRP-0014476/6ST NTIS Prices: PC A02/MF A01

Politics of Change. Goals, Conflict and Power in the Community

League of Women of the United States, Washington, D.C. Education Fund.*Carnegie Corp. of New York.
D2643B4 Fld: 5K, 44B, 92C, 70F GRAI7715
1972 15p
Monitor: 18
Available from League of Women Voters, 1730 M St., NW, Washington, DC 20036.

Abstract: A manual concerning goals, conflict, and power in the community is provided by the League of Women Voters. Designed for people who wish to bring about change in their community, this publication deals with information successful community leaders need to understand the forces that operate in the community and to identify community needs and goals. The components of a community analysis are explained: history, physical characteristics, people, economy, organizations, and communications networks. Kinds of community goals discussed include long range, short range, communitywide, and particular goals. The following areas are delineated as ways to identify community goals: public documents, public meetings, political leaders, labor unions, religious groups, minority organizations, neighborhood groups, and polls and surveys. Guidelines are provided for selecting an issue based on the community goals and for putting it all together. Cooperative arrangements which are suggested include: federations, coalitions, ad hoc committees, and task forces.

Descriptors: *Community relations, Public relations, Public opinion, Public hearings, Participative management, Management methods, Local government, Health related organizations, Health planning agencies, Consumers

Identifiers: HRP/BDA, HRP/BDB, HRP/ZE, HRPGEO/YNC, HRPOCC/XZ, Citizen participation, NTISHRANHP

HRP-0012832/2ST NTIS Price: Not available NTIS

HMO Consumer Participation... Why, How, and Where It Leads

Blue Cross Association, Chicago, Ill.
AUTHOR: Miller, Irwin
D2503L4   Fld: 6E, 5A, 44U, 96D, 70B   GRAI7714
1975   90p
Monitor: 18
Available from Blue Cross Association, 840 N. Lake Shore Dr., Chicago, IL.

Abstract: A guide designed to aid the health maintenance organization (HMO) developer in encouraging successful and productive consumer involvement is presented. The cooperative participation approach offered is derived from the Blue Cross Plan and independently sponsored HMO's experienced in working with the consumer. In researching consumer participation opportunities and obstacles: (1) the responsibility for achieving objectives should be delegated to the appropriate staff members; (2) the staff members should be educated in regard to Federal and State requirements and the history and status of HMO member participation; (3) the consumers and physicians of the target community should be consulted; and (4) the philosophical direction for the HMO and the action plan for the planning phase should be documented. The planning stage translates philosophy into policy, and consumer participation in overall HMO planning is established by recruiting a 10 to 40 member consumer advisory council, educating the council, and recommending a consumer participation policy. Creating and developing specific programs and implementing policy involve (1) a definition of the responsibilities and functions of the governing board, committee, and council; (2) the establishment of a nomination and selection process to achieve member representation; (3) the designing of a board and consumer initial and continuing educational program; and (4) the development of an interim strategy for a subscriber role in HMO governance in the first year. In regard to health education and subscriber service elements, it is necessary to obtain board commitment by presenting written goal statements, to involve consumers and providers in the assessment process, and to develop and implement health education and subscriber service programs. Specific cases and analyses are appended.

Descriptors: *Participative management, *HMO(Health maintenance organizations), *Health maintenance organizations, United States, Private organizations, Private institutions, Methodology, Medical practice, Medical group practice, Management methods, Legislation, Law(Jurisprudence), Health resources, Health planning agencies, Health education, Health care delivery systems, Health care delivery organizations, Councils, Consumers, Consumer affairs, Community relations, Boards

Identifiers: HRP/UBAA, HRP/ZF, HRP/PB, HRP/SA, HRP/MEGD, HRP/MEN, HRP/UABAB, HRPGEO/YUS, HRPOCC/XZ, *Health consumers, NTISHRANHP

HRP-0013843/8ST   NTIS Price: Not available NTIS

A Technique to Assist Citizen Groups in Decision Making

Association of Monterey Bay Area Governments, Calif.*National Science Foundation, Washington, D.C. Research Applied to National Needs.
AUTHOR: Chatland, Harold
D237412 Fld: 13B, 5A, 70F, 91G, 43 GRAI7713
1976 45p
Grant: NSF-GI-35995-1
Monitor: NSF/RA-760263

Abstract: The purpose of this project is to develop a method to help interested citizens take part in the resolution of issues confronting them. Included is a description of the method developed and a case history of its application to the resolution of an issue common to many cities in the nation--revitalization of the central core area. The technique is flexible because it may be tailored to fit many issues and provides effective communication between citizens and departments of their government. The elements of this technique include: (1) an impact analysis worksheet that lists factors likely to be affected by suggested solutions to the problem to be resolved; (2) a suggested procedure for employing the technique; (3) directions for the preparation of an impact analysis worksheet to suit the particular situation; (4) the types of information necessary to evaluate the side effects and how this information may be acquired; and (5) some ways to stimulate elected officials to take action on the recommendations resulting from the analysis.

Descriptors: *Urban planning, *Citizen participation, *Management methods, Decision making, Problem solving, Guidelines, Methodology, Public administration, Participative management, Adaptive systems, Communicating, Factor analysis, Projects, Analyzing, Forms(Paper), California, Central city, Impact, Recommendations

Identifiers: Alternatives, *Watsonville(California), NTISNSFRA

PB-265 742/7ST NTIS Prices: PC A03/MF A01

Subarea Councils: Role, Structure and Management Issues and Options for HSAs

Areawide and Local Planning for Health Action, Inc., Syracuse, N.Y. Center for Health Planning.*Bureau of Health Planning and Resources Development, Rockville, Md.*Health Systems Agency of Western New York, Inc., Buffalo.*Area II Health Systems Agency of Missouri, Inc., Moberly.
AUTHOR: Kramer, Rae; Rosenhoch, Valerie; Townsend, C. L.
D2355C4 Fld: 6E, 5A, 44B, 70B GRAI7713
Feb 77 113p
Contract: PHS-HRA-230-76-0085
Monitor: 18

Abstract: Information relevant to the structure, role, and management of subarea councils (SAC's) of health systems agencies (HSA's) is presented. The materials are intended for use as a guide in making decisions related to the establishment and operation of SAC's. The Health Planning and Resources Development Act of 1974 (P.L. 93-641) states that an HSA may establish SAC's to advise the agency on the performance of its functions. Materials are presented on HSA-SAC organizational relationships and on SAC geographical boundaries, size, composition, governance, organization, and membership. The SAC role is discussed relative to HSA functions in the areas of plan development, project review, orientation and education, data assemblage and analysis, public issue involvement, fund raising, and plan implementation. Aspects of SAC management -- staffing, information flow, district offices, the involvement of non-SAC members in HSA / SAC activities -- are considered, as is the issue of developing and maintaining the interest and participation of SAC members. Sections on HSA support, orientation and education of SAC members and the community, meetings, expenses, and the extent of SAC activity are included. Relationships between SAC's and county government, the local community, other SAC's, the media, and other agencies are considered. Examples of SAC bylaws and operating procedures and a list of sources of additional information are appended.

Descriptors: *HSA(Health systems agencies), *Health systems agencies, United States, Responsibilities, Participative management, Orientation(Training), Organization theory, Management methods, Local government, Interactions, Health resources, Health related organizations, Health planning councils, Health planning agencies, Health occupations, Consumers, Community relations

Identifiers: HRP/BDAABA, HRP/MEB, HRP/ZJ, HRP/BDAA, HRP/BDAAA, HRP/BDAAC, HRPGEO/YUS, HRPOCC/XZ, Guidelines, Decision making, NTISHRANHP

HRP-0015906/1ST NTIS Prices: PC A06/MF A01

Organizational Development: An Available Management Strategy

Army War Coll Carlisle Barracks Pa (403565)

Student essay
AUTHOR: Cook, John H.
D2004G2 Fld: 5I, 70D GRAI7711
21 Nov 76 32p
Monitor: 18

Abstract: Organizational development is concerned with improving organization effectiveness through the introduction of a number of concepts, techniques, and strategies that have evolved from behavioral science study and research. The organizational development approach involves a deliberately planned and managed effort to guide and utilize human resources in a manner so that individuals are motivated to work toward organizational objectives as a means of achieving their own goals. The techniques and strategies to be followed are determined through continual diagnosis of the prevailing circumstances.

Descriptors: *Resource management, *Participative management, Human resources, Behavior, Theses, Military organizations, Motivation

Identifiers: NTISDODXA

AD-A037 207/8ST NTIS Prices: PC A03/MF A01

The Influence of Employee Participation in Job Redesign

Yale Univ New Haven Conn School of Organization and Management (408906)

Technical rept.
AUTHOR: Seeborg, Irmtraud Streker
D1984F1 Fld: 5I, 70D GRAI7711
Dec 76 29p
Rept No: TR-12
Contract: N00014-75-C-0269
Monitor: 18

Abstract: A 2 1/2 day simulation of an organization was conducted. Five groups of participants worked with identical job designs on the first day, then had their jobs redesigned by the supervisor or through employee participation, and then worked a second day on the new jobs. Job changes and affective responses were measured using the Job Diagnostic Survey. Results showed that supervisors focused more on vertically loading the jobs, while employees were more concerned with social aspects of the work. Employee satisfaction improved more under employee participation. Identical changes were perceived to be 'better' by employees who participated in their design.

Descriptors: *Job analysis, *Participative management, Job satisfaction, Simulation, Motivation, Performance(Human)

Identifiers: NTISDODXA

AD-A036 722/7ST NTIS Prices: PC A03/MF A01

Participative Management: A Valid Alternative to Traditional Organizational Behavior

Indiana Univ.-Purdue Univ. at Fort Wayne. Dept. of Nursing.
AUTHOR: Hill, Barbara Synder
D1933F3 Fld: 5A, 6E, 44U, 70B GRAI7710
1975 3
Monitor: 18
Pub. in Supervisor Nurse v7 n3 p19-21 Mar 76.

Abstract: The effect of implementing participative management in health organizations is compared with the use of traditional organizational behavior management. It is believed that group decisionmaking through participative management will better meet the health care needs of society than traditional management techniques. The process of social exchange, lacking in authoritarian management, is a prime ingredient in participative management. It is pointed out that effective participative management can only become a reality after significant planning and leader and member preparation efforts have taken place. The development of a favorable climate of relationships is essential. This climate can be achieved through the reinforcement of certain attitudes of leaders and group members. Training for leaders that will concentrate on enhancing an optimistic view of the nature of man must be instituted. A dynamic leader is one who functions as a change agent. Participative organizational behavior must include a plan for group involvement if it is to be effective in the educational environment. Four major effects ensuing from the use of participative management techniques are outlined: (1) freedom to set one's own work pace; (2) an effective interaction - influence system; (3) enhancement of human resources; and (4) reductions in resistance to change and increases in productivity. Risks associated with participative management are examined.

Descriptors: *Health care delivery organizations, Personnel management , Management methods

Identifiers: HRP/UA, HRP/ZJ, HRP/UH, HRPGEC/YNC, HRPCCC/XZ, Reprints, *Participative management, Organization theory, Decision/making, NTISHRANHP

HRP-C014155/6ST NTIS Price: Not available NTIS

A Comparison of the Effects of Job Redesign with and Without Employee Participation

Yale Univ., New Haven, Conn. School of Organization and Management.*Manpower Administration, Washington, D.C. Office of Research and Development. (408 906)

Final rept.
AUTHOR: Streker, Irmtraud Ute
D1804G3 Fld: 5I, 70D GRAI7709
1 Apr 76 328p
Grant: DL-91-09-75-34
Monitor: DLMA-91-09-75-34-1

Abstract: The research was designed to investigate the effects of employee participation in the redesign of jobs and the implementation of new jobs. An organization was simulated and jobs were redesigned using one of three implementation conditions: (1) the supervisor redesigned the jobs; (2) all members of the work team participated in redesign; (3) a job design developed by a participative group was imposed on another group by the plant manager. The simulation was part of a four-day workshop on job redesign. The results raise questions about the moderating effect of growth needs on the relationship between job characteristics and individual outcomes, and about the position of satisfaction in the causal sequence of job characteristics, experienced psychological states and individual outcomes. Possible modifications of the job characteristics model are outlined, and suggestions are made for future research.

Descriptors: *Job analysis, *Participative management, *Personnel development, Meetings, Simulation, Manpower utilization, Models, Recommendations

Identifiers: *Job redesign, NTISLABPEU

PB-263 525/8ST NTIS Prices: PC A15/MF A01

Administrative Policies

North Shore Health Planning Council, Inc., Peabody, Mass.
D1624C2 Fld: 6E, 5A, 44B, 70B GRAI7708
5 Feb 75 18p
Monitor: 18

Abstract: Administrative policies and procedures to be observed by the board of trustees, committees, and staff of the North Shore Health Planning Council, Peabody, Massachusetts are set forth. The roles of the board and committees are defined, and the responsibilities of the board are delineated. Conflict of interest policies are stated, and situations in which a conflict of interest would exist for members of the board and of the review committee are described. The duties of the executive director are discussed, with emphasis on his relationship to the board of trustees. Standards of conduct for persons performing a service for the Council or holding a position of employment with the Council are set forth. Policies are stated for the maintenance of the following official records and reports: minutes; review committee reports and records; personnel records; public information; public issues; plan development; administrative, personnel, and financial policies; and data and special studies. In regard to external communications, policies are stated for the format of reports; the distribution of plans, reports, and recommendations; and the issuance of publicity and news releases. Procedures are also described for intraoffice communications, staff meetings, and maintenance of a master meeting calendar. The final section outlines policies for planning and implementing special studies.

Descriptors: *Management methods, State regions, Responsibilities, Personnel management, Participative management, Massachusetts, Local government, Health related organizations, Health planning councils, Health planning agencies, Consumers, Community relations

Identifiers: HRP/BJ, HRP/BDAAC, HRP/ZI, HRPGEO/YMA, HRPGEO/YCN, HRPOCC/XZ, Policies, Peabody(Massachusetts), NTISHRANHP

HRP-0010547/8ST NTIS Prices: PC A02/MF A01

Building Public/Private Cooperation in the Coastal Zone

Massachusetts Inst. of Tech., Cambridge. Dept. of Ocean Engineering.*National Oceanic and Atmospheric Administration, Rockville, Md. Office of Sea Grant. (406 856)
AUTHOR: Kildow, Judith T.; Kramer, Deborah; Newhouse, Lina; Barrington, Kathy

D1262B1 Fld: 5C, 5A, 91J, 43B, 48B, 86M GRAI7705
15 Sep 76 190p
Rept No: MITSG-76-4
Grant: NOAA-04-6-158-4407
Monitor: NOAA-76111024
Index no. 76-304-Nde.

Abstract: This study assumes that some kind of private industry/public sector cooperation in the planning process is necessary for an effective coastal zone management system to evolve. Cooperation and understanding will allow the coastal zone planners and the ultimate managers to understand the interests, goals, and behavior patterns of private industry and will allow for the development of a plan not only responsive to public environmental concerns, but sensitive to industry's needs. This report consists of four sections: An examination of the Coastal Zone Management Act of 1972, of the activities of the Massachusetts Office of Coastal Zone Management, and the constraints of the federal legislation upon those activities; case studies; an analysis and clarification of the assumption of the study; and general conclusions about private industry/public interaction and specific application of those conclusions to the activities of the Massachusetts Office of Coastal Zone Management.

Descriptors: *Coastal zone management, *Participative management, *Economic development, *Industrial relations, Citizen participation, Regional planning, Massachusetts, Public administration, Environmental impacts, Legislation, Organizations, Projects, Constraints, Government policies, National government, State government, Conservation, Objectives, Energy

Identifiers: Sea Grant program, Wetlands, NTISCOMNOA, NTISMITEL

PB-261 967/4ST NTIS Prices: PC A09/MF A01

The Garland Urban Observatory as a Case Study in Urban Extension

Garland Urban Observatory, Tex.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Policy Development and Research.

Final rept.
AUTHOR: Blackwell, William R.; Milligan, John W.
D1242I1 Fld: 13B, 5A, 91G, 70, 43 GRAI7705
Feb 76 59p
Rept No: UO-LCCM-GAR-76-0C4
Contract: HUD-H-2196
Monitor: 18

Abstract: How the resource of expertise contained in a university can be used to benefit cities and other governmental units is an issue of increasing interest. The Garland Urban Observatory, a program between the city of Garland and Texas A&M University, affords one opportunity for exploring this issue. This study of the first year of the Observatory program isolates a series of factors which contributed to success and identifies several areas for improvement in this city-university relationship.

Descriptors: *Urban planning, *Universities, *Local government, Cooperation, Project planning, Performance evaluation, Municipalities, Texas, Resources, Participative management, Interviews, Questionnaires, Effectiveness, Projects

Identifiers: *Garland(Texas), Texas A and M University, NTISHUDPDR

PB-260 504/6ST NTIS Prices: PC A04/MF A01

A Systems View of an Air Force Program Office

Defense Systems Management School Fort Belvoir Va (408462)

Study project rept.
AUTHOR: Wirtanen, Dalton N.
D1104K4 Fld: 5A, 15E, 74E, 70D GRAI7705
May 76 47p
Monitor: 18

Abstract: This report identifies and analyzes the major elements of an Air Force Program Office from a systems view. First the existing regulations and documentation of program management were reviewed. Then, using the analysis approach suggested by Kast and Rosenzweig in 'Organization and Management', the program management world was divided into elements for analysis. To facilitate analysis, a boundary about the program office was constructed which separated the program office elements from their environment. The environment was analyzed from the general (societal) and task basis depending on how directly the program office was affected by the element. As an open system, the program office must interact with its environment. This is done with boundary spanning documents, products, and organizations. The program office itself was analyzed in terms of its major subsystems: goals and values, technical, structural, psychosocial, and managerial. The emphasis in the analysis was on people with various leadership styles. Finally some projections to the future were made by examining current changes in the environment--which is a moderated variable. The two most significant are: (1) an increasing trend toward matrix management rather than a vertical, monolithic organization; and (2) the new controlled OER resulting in increased personnel management issues particularly in recruiting and job appraisals.

Descriptors: *Systems management, *Personnel management, *Leadership, Models, Air Force, Systems analysis, Air Force planning, Organization theory, Functional analysis, Specialists, Weapon systems, Acquisition, Air Force procurement

Identifiers: *Program management, Matrix management, Participative management, Air Force program office, Leadership styles, NTISDODXA

AD-A032 602/5ST NTIS Prices: PC A03/MF A01

Participative Decision Making as a Method of Reducing Conflict in Defense Industry Research and Development

Defense Systems Management School Fort Belvoir Va (408462)

Study project rept.
AUTHOR: Keeling, William L.
D1102E4 Fld: 15F, 5A, 74E GRAI7705
May 76 37p
Project: DSMS-PMC-76-1
Monitor: 18
Report on Program Management Course.

Abstract: The purpose of the project was to investigate the potential application of participative decision making as a means of reducing conflict. Emphasis was placed on a matrix form of program management organization in defense industry research and development. A literature survey of conflict and participative decision making was conducted and the results are summarized in the report. Nine industry program managers were also interviewed regarding these subjects. Conflict between program managers and functional personnel was found to be significant and some primary sources of this conflict included schedules and priorities. Participative decision making (PDM) may be used as a method for reducing this conflict and one structure for implementing PDM is suggested in the report. It was felt that a very important portion of the PDM process was when to use it or what situational variables should be considered. Vroom's contingency model considers these important variables and this model is recommended for use in conjunction with the PDM process. The model is summarized in the report.

Descriptors: *Military procurement, *Research management, *Industries, Participative management, Personnel, Management planning and control, Decision making, Conflict, Scheduling, Motivation, Systems management

Identifiers: NTISDODSD

AD-A032 482/2ST NTIS Prices: PC A03/MF A01

Innovation and Productivity in Research and Development: Some Associated Individual and Organizational Variables

Air Force Inst of Tech Wright-Patterson AFB Ohio (012200)

Technical rept.
AUTHOR: Stahl, Michael J.
DC403G3 Fld: 5I, 70D, 92B GRAI7703
May 76 282p
Rept No: AFIT-TR-76-10
Monitor: 18

Abstract: The relationships of organizational variables with innovation and productivity of scientists and engineers in R and D laboratories were explored. Peer ratings of innovation (original and useful output) and productivity (quantity of output) were utilized as criterion. Information was obtained on 154 scientists/engineers in 35 work groups in three Air Force R and D laboratories. Significant relationships found between organizational variables and innovation and productivity included: rewards for innovation, communication on technical matters with other scientists/engineers within the work group, and an age-education demographic group of variables. Level of participation in goal setting and group leader's level of empathy were also consistently related to level of productivity.

Descriptors: *Productivity, *Scientific research, Literature surveys, Computer applications, Theses, Group dynamics, Demography, Education, Participative management

Identifiers: *Innovation, Age distribution, Rewards, NTISDODXA

AD-A032 273/5ST NTIS Prices: PC A13/MF A01

Draft Guidelines for State and Areawide Water Quality Management Program Development

Environmental Protection Agency, Washington, D.C. (390 139)
D0354J1 Fld: 13B, 5A, 68D, 43F GRAI7702
Feb 76 344p
Monitor: 18
(PC A15/MF A01)

Abstract: The purpose of these guidelines is to assist the States in setting up a management program and institutional arrangements to integrate water quality and other resource management decisions. The central purpose of this management program is the development and implementation of State Water Quality Management Plans so that the longer range goals of the Federal Water Pollution Control Act Amendments of 1972 can be met. To achieve these goals, it will be necessary to develop a water quality management process at the State and local level that assures continuous planning for and implementation of pollution control measures. These guidelines present a suggested framework for developing water quality management plans.

Descriptors: *Water quality management, *States(United States), *Regional planning, *State programs, Guidelines, Management planning, Water pollution abatement, Objectives, Methodology, Project planning, Public relations, Participative management, Standards, Revisions, Land use, Sources, Organizations, Financing, Cost engineering, Coordination , Environmental surveys, Evaluation, Selection

Identifiers: Alternatives, Nonpoint sources, NTISEPAO

PB-259 507/2ST NTIS Prices: PC A15/MF A01

Problem-Solving in Solid Waste Management Through Federal-Local Cooperation: 8 Case Studies

Environmental Protection Agency, Washington, D.C. Office of Solid Waste Management Programs.
AUTHOR: Weddell, Bruce; Madison, Martha
D0354D1   Fld: 13B, 5A, 68C, 43, 91A   GRAI7702
1974   46p
Rept No: EPA-SW-134
Monitor: 18
(PC A03/MF A01)

Abstract: This digest summarizes the experiences of eight communities receiving major technical assistance in solid waste collection under a special Federal environmental protection program.

Descriptors: *Solid waste disposal, *Participative management, *Technical assistance, Problem solving, Federal assistance programs, Local government, Community relations, Environmental surveys, Municipalities, Collecting methods, Productivity, Methodology, Regional planning

Identifiers: Case studies, NTISEPAO, NTISEPASW

PB-259 456/2ST   NTIS Prices: PC A03/MF A01

Demonstration of a Public-Private Regional Solid-Waste Management System in Kentucky's Bluegrass Area Development District

Spindletop Research, Inc., Lexington, Ky.*Environmental Protection Agency, Cincinnati, Ohio. Office of Solid Waste Management Programs.*Kentucky Program Development Office, Frankfort. (401 564)

Comprehensive rept.
D0343J4   Fld: 13B, 5A, 68C, 70, 43F   GRAI7702
31 Jan 71   115
Rept No: 238
Grant: EPA-G-06-EC-00268
Monitor: 18
Sponsored in part by Kentucky Program Development Office, Frankfort.
Report on 'Solid Waste Management Program for the Bluegrass ADD'.

Abstract: This document describes the work performed in identifying the major problems surrounding solid waste disposal in the 17-county Bluegrass District of Kentucky and in designing a technical and management system to resolve these problems. It describes the efforts that were required to demonstrate to public officials and civic groups the advantages of a multi-jurisdictional approach. Also, it includes a description of the Bluegrass Solid Waste Disposal Corporation, possible sources of financing and, most importantly, a status report on the implementation phase already underway.

Descriptors: *Solid waste disposal, *Regional planning, *Management systems, *Kentucky, Projects, Systems engineering, Federal assistance programs, Technical assistance, Participative management, Local government, Corporations, Economic development

Identifiers: Private agencies, Bluegrass region(Kentucky), NTISEPAO

PB-258 687/3ST   NTIS Prices: PC A06/MF A01

Systems Problems in the City

New York City-Rand Inst N Y (406204)
AUTHOR: Szanton, Peter L.
D0263H3 Fld: 13B, 5A, 91G* GRAI7702
Apr 72 15p
Rept No: P-4821
Monitor: 18

Abstract: The report discusses the city as a system -- as a social system driven by economic and ideological forces. The necessity is pointed out of learning to interact with city officials on their terms -- as members of a political system which has limited freedom, and small capacity to manage innovation. And planners must develop new institutional bases for conducting this work. That is a large task, and it appears to be a long one. But it is a challenge, the author holds, to which the members of these two societies have much to give.

Descriptors: *Urban planning, *Municipalities, *Systems analysis, Societies, Participative management, Economics, Political science, Problem solving, Management planning and control

Identifiers: NTISDODSD

AD-A032 175/2ST NTIS Prices: PC A02/MF A01

Transportation Problems of the Transportation Handicapped. Volume 3. Alternative Planning Methodologies

Crain and Associates, Menlo Park, Calif.*Urban Mass Transportation Administration, Washington, D.C.

Final rept.
D0215D4 Fld: 13B, 5K, 5A, 91E, 85H, 70, 92C, 43G GRAI7701
Aug 76 54p
Contract: DOT-UT-60063
Project: UMTA-CA-06-0092
Monitor: UMTA-CA-06-0092-76-3
Also available in set of 4 reports as PB-258 578-SET, PC E99/MF E99.

Abstract: This report proposes a general structure for the planning process for dealing with the problems of the transportation handicapped (TH). Flexibility of procedures and the avoidance of unnecessary standardization are emphasized. Planning for the needs of the TH may be incorporated into conventional transit planning or emerge as an independent process. Effective participation by the transportation handicapped and those who serve them (transit and taxi operators, union representatives, local health and social service agencies) is discussed in detail. Use of census data, the National Health Survey, and general population surveys to assess the transportation needs is presented. Procedures for the assessment of current resources and existing constraints are reviewed. Time phasing, plan revision, and system monitoring are also discussed.

Descriptors: *Urban transportation, *Handicapped persons, *Management methods, Planning, Methodology, Social welfare, Problem solving, Optimization, Participative management, Organizations, User needs, Cooperation, Data acquisition, Demographic surveys, Revisions, Resources, Constraints, Systems analysis

Identifiers: Alternatives, Disabled persons, NTISDOTUMT

PB-258 581/8ST NTIS Prices: PC A04/MF A01

Theoretical Basis for Participatory Planning
AUTHOR: Smith, Richard Warren
C7682D1 Fld: 6E, 44A GRAI7625
1973 21p
Monitor: 18
Pub. in Policy Sciences p275-295 1973.

Abstract: Arguments are presented for the reconsideration of models which guide planning behavior and structure planning organizations. Hierarchical organizations are contrasted with reticular organizations, and it is suggested that the latter are necessary for effective citizen participation in planning. Legitimacy is presented as a fundamental basis of justifying planning action, and historical shifts in forms of legitimacy are noted. Participation as a form of legitimacy and several aspects of participatory planning are discussed. It is argued that participatory planning increases the effectiveness and adaptivity of the planning process and contributes adaptivity and stability to the societal system. Further, it is argued that citizen participation is an essential element in making the planning process a learning system. This approach to participatory planning means that planners and public officers in the planning process must be willing to allow some unforeseeable aspect of the process to come under the control of participants. A recticular participatory planning system is concluded to be a rational system because it promises to substantially contribute to the achievement of societal goals and to adaptivity and stability. Further, a reticular participatory planning system is considered to be a learning system in that it contributes to the competence of individuals and communities and continually changes structure as it is exposed by the citizen to transient environmental variety.

Descriptors: *Participative management, *Health planning, Strategy, Methodology, Management methods, Local government, Health related organizations, Health planning agencies, Consumers, Community relations

Identifiers: HRP/AD, HRP/ZE, HRP/BDA, HRPGFC/YNO, HRPCCC/XZ, Reprints, Models, Citizen participation, NTISHRANHP

HRP-0008220/6ST NTIS Price: Not available NTIS

Employee Participation in Pay Plan Development

Michigan Univ., Ann Arbor. Inst. for Social Research.*Manpower Administration, Washington, D.C. Office of Research and Development. (180 300)

Final rept.
AUTHOR: Lawler, Edward E. III; Jenkins, G. Douglas Jr
C7593J4   Fld: 5I, 70D   GRAI7624
Jul 76   232p
Contract: DL-21-26-74-13
Monitor: DLMA-21-26-74-13-1

Abstract: A study was conducted in a small manufacturing firm to determine the impact of having employees participate in the design of their pay system. An employee committee designed a base pay plan and then partially designed a performance bonus system. The impact of the new pay plans was measured by a combination of surveys and behavioral/economic measures. Three attitude surveys were administered: one before the changes began, one after the base pay plan was put into effect, and one after the bonus plan was in place. Absenteeism, turnover, and productivity data were collected throughout the course of the study. Results indicate employee participation in pay decisions can lead to favorable employee reactions. After participation, employees felt their pay was more equitable, had higher pay, job and pay administration satisfaction, felt more involved in the organization, and had lower intentions to turn over. Implications for future organization development projects are discussed.

Descriptors: *Industrial relations, *Participative management, *Salary administration, Evaluation, Manufacturing, Design, Systems organization, Bonuses, Attitude surveys, Turnover ratio, Questionnaires, Productivity, Absenteeism, Job satisfaction, Impact, Measurement

Identifiers: *Employee participation, *Pay system design, Small businesses, NTISLABPEU

PB-257 161/0ST   NTIS Prices: PC$8.00/MF$3.00

Our Natural Resources - Let's Talk Clean Water. Annual Public Participation Program for Water Quality Management Planning, 1976-77

North Central Texas Council of Governments, Arlington.*Environmental Protection Agency, Dallas, Tex. Region VI.

Final rept.
C7403B4 Fld: 13B, 5A, 68D, 70 GRAI7622
Jun 76 48p
Rept No: NCTCOG/WR-76/02
Project: P-006038-01-C
Monitor: 18

Abstract: The report presents an adopted annual public participation program for the North Central Texas Council of Governments in areawide water quality management planning pursuant to requirements of Section 208 of the Federal Water Pollution Control Act Amendments of 1972. It has been approved by the Areawide Planning Advisory Committee to the NCTCOG. The document addresses the following topics: What is public participation; What are the goals; Who participates; How does the public participate; What is the staffing and funding; and How is it documented, evaluated and changed.

Descriptors: *Water pollution abatement, *Participative management, *Project planning, *Public relations, North Central Region(Texas), Surveys, Objectives, Methodology, Personnel selection, Financing, Documentation, Performance evaluation, Revisions, Water resources, Water quality management, Regional planning

Identifiers: North Central Texas Council of Governments, NTISEPAZ, NTISEPAFWQ

PB-256 414/4ST NTIS Prices: PC$4.00/MF$3.00

Community and Professional Participation in Decision Making at a Health Center

Johns Hopkins Univ., Baltimore, Md. School of Hygiene and Public Health.*Public Health Service, Rockville, Md.
AUTHOR: Partridge, Kay B.; White, Paul E.
C7194G3 Fld: 6F, 44T GRAI7621
1972 7p
Grant: PHS-NU-27246
Monitor: 18
Pub. in Health Services Reports v87 n4 p336-342 Apr 72.

Abstract: Methods are described for analyzing the role of community and professional members serving on a board and advisory council of a health center in allocating funds and other resources. The 21-month study in which the methods were developed began three months after incorporation of the health center and 14 months before the center became operational. Data were obtained from interviews, reports on board and advisory council meetings, observation of these meetings, and other written communications. Open-ended questions sought the board and council members' conceptions of the goals of the center, the role of their groups, the problems facing their groups, and the members' assessments of their ability and influence in 11 areas of decision-making. In analyzing the data, topics discussed at meetings of the two groups were first identified. Several dimensions for each issue were then coded (e.g., length of time under discussion, action taken, and whether the topic was on the agenda). Meaningful participation was measured by the percentage of topics relating to resource allocation that were discussed by each group and by the number and kinds of decisions that each group made with respect to these allocations. Six major categories were established to code topics: medical - technical, administrative, and interorganizational relationships, plus the consequences of each of these for the community. It is noted that the results of the study in which these methods were applied appear promising. Results were to be reported subsequently.

Descriptors: *Participative management, Methodology, Management, Local government, Health planning, Health care, Data processing, Data collection, Data analysis, Data acquisition, Consumers, Community relations, Agencies

Identifiers: HRP/TBCE, HRP/ZE, HRP/TBB, HRP/BDA, HRPGEC/YNO, HRPOCC/XZ , Reprints, *Health care facilities, Decision making, Funds, NTISHRANHP

HRP-0008176/0ST NTIS Price: Not available NTIS

Improvement in the Quality of Worklife and Productivity: A Joint Venture Between Management and Employees

Human Interaction Research Inst., Los Angeles, Calif.*Employment and Training Administration, Washington, D.C. Office of Research and Development.

Final rept.
AUTHOR: Glaser, Edward M., Izard, Carroll E., Chenery, Mary Faeth
C7041I2 FLD: 5I, 70D* GRAI7619
2 Jul 76 168p*
GRANT: DL-92-06-72-27
MONITOR: DLMA-92-06-72-27

ABSTRACT: The report describes and interprets a research project conducted by the Human Interaction Research Institute at a new branch pharmaceutical manufacturing plant. The study, supported by a grant from the Department of Labor, was designed to assess the relationship between Quality of Worklife (QWL), productivity, and job satisfaction. The report describes developmental events, prevailing conditions, consulting interventions, and outcomes. An analysis is presented of what seems to have worked and what has not. Learnings and recommendations have been drawn from the experience in order to provide indications for future efforts to achieve enriched QWL and organizational effectiveness.

DESCRIPTORS: *Attitude surveys, *Job satisfaction, Productivity, Quality of life, Participative management, Industrial management, Environments, Psychological effects, Economic conditions, Group dynamics, Manpower utilization, Personnel development, Performance, Incentives

IDENTIFIERS: *Quality of worklife, Work environments, NTISLABPEU

PB-254 337/9ST NTIS Prices: PC$6.75/MF$2.25

Consumer Participation in OEO-Assisted Neighborhood Health Centers

Office of Economic Opportunity, Washington, D.C.
AUTHOR: Sparer, Gerald, Dines, George B., Smith, Daniel
C7025G1 FLD: 6E, 44B GRAI7619
1970 12
MONITOR: 18
Pub. in American Jnl. of Public Health v60 n6 p1091-1102 Jun 70.

ABSTRACT: Experiences of the Office of Economic Opportunity (OEO) with consumer participation in Neighborhood Health Centers are analyzed to determine which factors influence consumer involvement. OEO site visit teams conducted two-day site appraisals of 27 centers, conducting reviews and discussions with staff members and attending meetings of consumer groups. Of the 27 centers visited, seven were rated high in degree of consumer involvement, nine moderate, and ten low. No pattern relating the administrating agency to degree of involvement was apparent. Five organizational components were scored for each center: committee structure and function, status of bylaws, regularity of meetings, board election procedures, experiences, and completeness of minutes. Elections scored high, less frequently than any other factor. Committee organization appears to be the key element in group involvement. The effect of outstanding personalities on group functioning is important. Only one of the ten low - rated groups had an outstanding personality, while four of the seven high - involvement groups had an outstanding member. Of the 27 projects, seven had experienced conflict related to the consumer group. Only one of the low - rated groups had experienced conflict. In none of the conflict cases was the conflict considered to have altered the operational status of the project.

DESCRIPTORS: *Participative management, United States, Public relations, Public opinion, Public hearings, Methodology, Management, Local government, Health planning, Community relations, Agencies

IDENTIFIERS: HRP/BDA, HRP/BDB, HRP/ZE, HRPGEO/YUS, HRPOCC/XZ, Reprints , *Neighborhood health centers, Analyzing, Consumer affairs, Office of Economic Opportunity, NTISHRANHP

HRP-0007780/OST NTIS Price: Not available NTIS

Housing Management: Maintenance Incentives

Wilmington Housing Authority, Del.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Housing Management.

Final rept.
C696411 FLD: 5K, 5A, 91E* GRAI7618
Mar 76 11p*
CONTRACT: HUD-H-1808
MONITOR: HUD/TMS/HM-76/153
Also available in set of 38 reports as PB-253 904-SET, PC$129.50/MF$48.50

ABSTRACT: The report is part of the Public Housing Management Improvement Program. This part of the program developed an incentive program which rewards employees and tenants in such areas as: 'men-of-the-month,' 'suggestion program,' 'winning yard program,' and 'rent credit incentive program' to encourage tenants to participate in maintenance. These activities instituting incentives among employees and tenants have improved methods of managing the maintenance department.

DESCRIPTORS: *Housing studies, *Management systems, Quality of life, Management methods, Effectiveness, Incentives, Awards, Participative management, Maintenance, Delaware

IDENTIFIERS: *Public housing, *Public housing management improvement program, NTISHUDHM

PB-254 153/0ST NTIS Prices: PC$3.50/MF$2.25

Housing Management: Voluntarism

Wilmington Housing Authority, Del.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Housing Management.

Final rept.
C6964G3 FLD: 05K, 05A, 91E* GRAI7618
Mar 76 7p*
CONTRACT: HUD-H-1808
MONITOR: HUD/TSM/HM-76/147
Also available in set of 48 reports as PB-253 903-SET, PC$134.50/MF$61.00.

ABSTRACT: The report is part of the Public Housing Management Improvement Program. This part of the program is aimed at utilizing volunteers. Participation would be encouraged through improvements made in project areas rather than providing support staff. Volunteers were used in such areas as rehabilitating vacant units, performing repairs, and community services such as voter registration and child care.

DESCRIPTORS: *Housing studies, *Management systems, Quality of life, Management methods, Effectiveness, Services, Participative management, Maintenance, Community relations, Delaware

IDENTIFIERS: *Public housing, *Public housing management improvement program, Volunteers, NTISHUDHM

PB-254 147/2ST NTIS Prices: PC$3.50/MF$2.25

Housing Management: Project Decentralization Experiment

Allegheny County Housing Authority, Pittsburgh, Pa.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Housing Management.

Final rept.
C6964D4   FLD: 05K, 05A, 91E*   GRAI7618
Mar 76   41p*
CONTRACT: HUD-H-1109
MONITOR: HUD/TMS/HM-76/136
Also available in set of 48 reports as PB-253 903-SET, PC$134.50/MF$61.00.

ABSTRACT: The report is part of the Public Housing Management Improvement Program. This part of the program is a decentralization experiment. The purpose of this innovation is the realignment of organizational functions within an Authority, especially in terms of those functions and decision-making powers which may effectively be decentralized. Emphasis is given to placement of more responsibility and authority in the hands of the tenant council and project managers.

DESCRIPTORS: *Housing studies, *Management systems, Quality of life, Management methods, Effectiveness, Decision making, Participative management, Pennsylvania

IDENTIFIERS: *Public housing, *Public housing management improvement program, NTISHUDHM

PB-254 136/5ST   NTIS Prices: PC$4.00/MF$2.25

Housing Management: Tenant Involvement in the Management Process: The Tenant Council and Hiring Panels of the Human Resources Department

Hartford Housing Authority, Conn.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Housing Management.

Final rept.
C6961C3 FLD: 05K, 05A, 91E* GRAI7618
Mar 76 48p*
CONTRACT: HUD-H-1802
MONITOR: HUD/TMS/HM-76/73
Also available in set of 48 reports as PB-253 903-SET, PC$134.50/MF$61.00.

ABSTRACT: The report is part of the Public Housing Management Improvement Program. This part of the program developed a human resources department, employing tenants and utilizing resident councils and professional advisors. This department was created in order to provide family counseling, recreation, cultural programs, security patrols, tenant cooperatives, homeownerships, and congregate-living plans. A sense of teamwork developed with heightened satisfaction of tenants.

DESCRIPTORS: *Housing studies, *Management systems, Quality of life, Management methods, Effectiveness, Counseling, Social services, Community relations, Participative management, Connecticut

IDENTIFIERS: *Public housing, *Public housing management improvement program, NTISHUDHM

PB-253 872/6ST NTIS Prices: PC$4.00/MF$2.25

Housing Management: Resident Organization

Greensboro Housing Authority, N.C.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Housing Management.

Final rept.
C6961B4 FLD: 05K, 05A, 91E* GRAI7618
Mar 76 57p*
CONTRACT: HUD-H-1803
MONITOR: HUD/TMS/HM-76/69
Also available in set of 48 reports as PB-253 903-SET, PC$134.50/MF$61.00.

ABSTRACT: The report is part of the Public Housing Management Improvement Program. This part of the program handled a confederation of elected resident councils who met with leaders of public and private agencies to discuss problems and formulate solutions, reviewed all major Authority policies and procedures, dealt with special areas of concern, handled special projects, developed a newsletter publicizing these activities and encouraged resident input.

DESCRIPTORS: *Housing studies, *Management systems, Quality of life, Management methods, Effectiveness, Policies, Community relations, Participative management, North Carolina

IDENTIFIERS: *Public housing, *Public housing management improvement program, NTISHUDHM

PB-253 869/2ST NTIS Prices: PC$4.50/MF$2.25

Housing Management: Handbook for Resident Elections

National Capital Housing Authority, Washington, D.C.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Housing Management.

Final rept.
C6955L3   FLD: 05K, 05A, 91E*   GRAI7618
Mar 76   29p*
CONTRACT: HUD-H-1801
MONITOR: HUD/TMS/HM-76/60
Also available in set of 48 reports as PB-253 903-SET, PC$134.50/MF$61.00.

ABSTRACT: The report is part of the Public Housing Management Improvement Program. This part of the program developed a handbook for use by staff and residents as a guide in conducting resident elections. It describes the purpose of organizing a resident body, identifies necessary positions in resident organizations, and outlines the most effective election process.

DESCRIPTORS: *Housing studies, *Management systems, Quality of life, Management methods, Effectiveness, Community relations, Services, Organizations, Elections, Participative management, Metropolitan areas, District of Columbia, Maryland, Virginia

IDENTIFIERS: *Public housing, *Public housing management improvement program, NTISHUDHM

PB-253 860/1ST   NTIS Prices: PC$4.00/MF$2.25

Housing Management: Guidelines for Organizing Residents

National Capital Housing Authority, Washington, D.C.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Housing Management.

Final rept.
C6955L2 FLD: 05K, 05A, 91E* GRAI7618
Mar 76 16p*
CONTRACT: HUD-H-1801
MONITOR: HUD/TMS/HM-76/59
Also available in set of 48 reports as PB-253 903-SET, PC$134.50/MF$61.00.

ABSTRACT: The report is part of the Public Housing Management Improvement Program. This part of the program developed guidelines for use by the Authority and a work group of residents describing how resident organizations should operate, what the organizations should accomplish, and the steps to be taken to develop effective organizations.

DESCRIPTORS: *Housing studies, *Management systems, Quality of life, Management methods, Effectiveness, Community relations, Services, Organizations, Metropolitan areas, District of Columbia, Participative management, Maryland, Virginia

IDENTIFIERS: *Public housing, *Public housing management improvement program, NTISHUDHM

PB-253 859/3ST NTIS Prices: PC$3.50/MF$2.25

Ladder of Citizen Participation

Commons, Washington, D.C.
AUTHOR: Arnstein, Sherry R.
C6943E2   FLD: 6F, 44B   GRAI7618
1969   9p
MONITOR: 18
Pub. in the American Institute of Planners Jnl. v35 p216-224 Jul 69.

ABSTRACT: A typology of citizen participation is offered using examples from three Federal social programs: urban renewal, anti-poverty, and Model Cities. The typology is arranged in a ladder pattern with each rung corresponding to the extent of citizens' power in determining the plan and / or program. Starting from the bottom, the two lowest rungs, manipulation and therapy, represent nonparticipation; the next three rungs, informing, consultation, and placation, represent degrees of tokenism; and the top three, partnership, designated power, and citizen control, are degrees of citizen power. It is noted that the ladder is a simplification, used to illustrate the point that there are significant gradations of citizen participation. Awareness of these gradations, it is suggested, helps one to understand the demands for participation from 'have - nots' as well as the responses of powerholders. Each rung of the ladder is analyzed, drawing on experiences of Federal programs cited above. It is suggested that the typology could apply equally well to other areas (the church, colleges and universities, public institutions and departments) where citizens are trying to acquire enough power to make the target institutions responsive to their views.

DESCRIPTORS: *Participative management, Sociology, Public relations, Public opinion, Public hearings, Political science, Methodology, Management, Local government, Health planning, Health care, Consumers, Community relations, Agencies

IDENTIFIERS: HRP/BDA, HRP/RA, HRP/BDB, HRP/RC, HRP/ZE, HRPGEO/YNO, HRPOCC/XZ, Reprints, Model cities, Urban renewal, Antipoverty programs , NTISHRANHP

HRP-0007518/4ST   NTIS Price: Not available NTIS

Participative Decision Making: An Investigation of It's Effectiveness in the Program Management Office

Defense Systems Management School Fort Belvoir Va (408462)

Student project rept.
AUTHOR: Honeywill, Thomas W.
C6931K2 FLD: 5A, 5J, 70B, 92A GRAI7618
May 76 41p
PROJECT: DSMS-PMC-76-1
MONITOR: 18

ABSTRACT: The purpose of this study project was to investigate two intervening variables though to mediate the effectiveness of PDM: (1) The nature of the task and, (2) the subordinate personality characteristics need for independence. Secondly, to investigate the degree of presence of the variables in the PMO. The study showed that PDM will have positive effects on job performance and attitude when (1) the task environment is characterized by uncertainty, complexity, and rapidly changing technology and: (2) the subordinates possess a moderate or high need for independence. The study showed that the task environment of the PMO is permeated with uncertainty, complexity and changing technology. Additionally, through the sample use of Vroom's need for independence questionnaire it was determined that as many as 90% of PMO subordinates possess a moderate to high need for independence. The study concludes that PDM is a potentially effective management strategy that warrants serious consideration by program managers. (Author)

DESCRIPTORS: *Management planning and control, *Decision making, *Participative management, Effectiveness, Morale, Motivation, Performance, Logistics support, Personality, Variables, Strategy, Weapon systems

IDENTIFIERS: NTISDODXA, NTISDODSD

AD-A026 381/4ST NTIS Prices: PC$4.00/MF$2.25

Housing Management: Increasing Decision Making Responsibility at the Property Level

District of Columbia Dept. of Housing and Community Development, Washington. Property Management Administration.*Department of Housing and Urban Development, Washington, D.C. Assistant Secretary for Housing Management.

Final rept.
C6902G2 FLD: 05K, 05A, 91E* GRAI7617
Mar 76 23p*
CONTRACT: HUD-H-1801
MONITOR: HUD/TMS/HM-76/104
Also available in set of 55 reports as PB-253 900-SET, PC$171.00/MF$69.75.

ABSTRACT: The report is part of the Public Housing Management Improvement Program. In this part of the program, the managers of two property areas were successfully given increased responsibility and authority for working with residents to make virtually every decision affecting the management of a property.

DESCRIPTORS: *Housing studies, *Management systems, Quality of life, Management methods, Effectiveness, Decision making, Participative management, District of Columbia, Metropolitan areas, Virginia, Maryland

IDENTIFIERS: *Public housing, *Public housing management improvement program, NTISHUDHM

PB-254 104/3ST NTIS Prices: PC$3.50/MF$2.25

An Approach to Productivity Improvement in the Public Sector: A Procedural Manual

Nassau County Multi-Municipal Productivity Project, Mineolta, N.Y.*Assistant Secretary for Planning, Evaluation, and Research (Labor), Washington, D.C.

Final rept. Nov 72-Jul 75.
C6894G1 FLD: 05A, 70D, 91G GRAI7617
Jul 75 110p
CONTRACT: L-74-74
MONITOR: ASPER/CON-74/OC 74/A

ABSTRACT: The major premise of the approach contained in this procedural manual is that productivity of municipal services is measurable and can be improved through systems analysis by trained analysts. The approach assumes that productivity improvement must have the support of the elected public and union officials and can best be achieved through employee participation. Objective data on employee attitudes for productivity improvement are required and the process of gathering the data is described. The public should be made aware of the benefits of productivity improvement. A program for communication of program goals and objectives to all participants, which is considered essential, is described. The approach contains four major stages: attitudinal survey, micro stage (training period and pilot program), macro stage, and productivity bargaining. A training manual, glossary and other reference material are appended.

DESCRIPTORS: *Local government, *Municipalities, *Services, Manuals, Methodology, Productivity, Management planning, Information systems, Participative management, Government employees, Improvement, Attitude surveys, Specialized training, Project planning, New York

IDENTIFIERS: Nassau County(New York), Hempstead(New York), North Hempstead(New York), Oyster Bay(New York), NTISLABASP

PB-253 645/6ST NTIS Prices: PC$5.50/MF$2.25

Guidelines for the Development and Implementation of Community Involvement Programs

Washington State Dept. of Highways, Olympia.*Federal Highway Administration, Washington, D.C.

Final rept. 1 Oct 72-30 Jun 76.
C6572K4   FLD: 13B, 91H*, 91B, 85B*   GRAI7613
Sep 75   57p*
REPT NO: RPR-25.1
PROJECT: WASH-HR-527
MONITOR: 18

ABSTRACT: The purpose of this study is to produce guidelines that will provide assistance to those responsible for the planning and implementation of community involvement plans, particularly those involving transportation systems. These guidelines cover the many elements of a multi-faceted community involvement approach and give direction for planning and implementation of these guidelines. A considerable amount of recent experience and information on community involvement was compiled and analyzed to afford the capability of tailoring a community involvement plan for an individual and unique community as defined by its characteristics.

DESCRIPTORS: *Community development, *Guidelines, *Participative management, *Transportation, Citizen participation, Planning, Information systems, Data acquisition, Surveys, Methodology, Meetings, Evaluation, Community relations, Decision making, Projects, Highway transportation

IDENTIFIERS: NTISDOTFHA

PB-251 720/9ST   NTIS Prices: PC$4.50/MF$2.25

Manual for Training in the Application of the Principles and Standards of the Water Resources Council

Colorado State Univ., Fort Collins. Environmental Resources Center.*Office of Water Research and Technology, Washington, D.C.
C6472C3 FLD: 05I, 92A, 70E, 48B GRAI7612
Dec 74 528p
CONTRACT: DI-14-31-0001-4260, DI-14-31-0001-4242
PROJECT: OWRT-C-5345(4242)
MONITOR: OWRT-C-5345(4242)

ABSTRACT: Materials for the conduct of training courses are set forth. Principles and Standards relate directly to Federal water resources planning but state and local agencies and private firms need to understand their application to Federal and Federally assisted projects. Levels of planning are identified: Framework studies and assessment which deal with major policy decisions; regional or river basin plans; and implementation studies. The Principles apply at all levels but the components of objectives will be specified differently though in a manner providing insights about tradeoffs among alternatives. The planning process is visualized in 5 steps.

DESCRIPTORS: *Specialized training, *Technology transfer, *Water resources, *Manuals, Government employees, Personnel development, Standards, Methodology, Project planning, National government, Land development, Economic development, Projection, Measurement, Systems analysis, Participative management, Citizen participation, Evaluation, Instructional materials

IDENTIFIERS: Alternatives, NTISDIOWRT

PB-250 959/4ST NTIS Prices: PC$13.00/MF$2.25

Alternative Conceptions of Accountability: The Example of Health Administration

Columbia Univ., New York.*Kellogg (W. K.) Foundation, Battle Creek, Mich.

Preliminary Rept.
AUTHOR: Etzioni, Amitai
C6462A1 FLD: 6E, 44B GRAI7612
1975 8p
MONITOR: 18
A different version of this report is published in Hospital Progress, v55 n6 p34-39 Jun 74 and n7 p56-59 Jul 74.
Pub. in Public Administration Review v35 n3 p279-286 May - Jun 75.

ABSTRACT: Four concepts of accountability are identified and illustrated by examples in the field of health administration. Symbolic accountability is used only as a gesture; an administrator advocating accountability fails to follow through with specific arrangements and accountability becomes a cover for inaction. Political accountability is the mobilization of forces to react to specific pressure groups. Only a change in the group wielding power produces a change in the administrator's actions. The checks and balances concept holds administrators accountable to one or more groups, including citizens groups and professional organizations. This approach promotes accountability, especially when coupled with efforts to build a consensus of values and to mobilize a power coalition. The guidance approach suggests that accountability is affected by all three theories postulated, and that changes in any or all of these factors are ways to change the level and scope of accountability. The administrator's responsibility is to mobilize and combine all aspects of accountability to bring them closer to the ideal. An understanding of the practical alternatives and the needs and values of various groups is essential.

DESCRIPTORS: *Participative management, *Health care, Strategies, Quality assurance, Political science, Personnel management, Methodology, Management, Local government, Health planning, Health occupations, Consumers, Community relations, Agencies, Accountability

IDENTIFIERS: HRP/BD, HRP/BDA, HRP/BG, HRP/BAA, HRP/DE, HRP/BJ, HRP/ZD, HRPGEO/YNO, HRPOCC/XH, Health services administration, NTISHRANHP

HRP-0002659/1ST NTIS Price: Not available NTIS

Development Priorities in the West River Region, North Dakota. A Social Attitude and Communication Analysis

North Dakota Univ., Grand Forks. Communication Research Center.*Office of Water Research and Technology, Washington, D.C.*Washington Univ., Seattle. Communication Research Center.

Research rept.
AUTHOR: Bowes, John E., Stamm, Keith R.
C6111C1 FLD: 05K, 05A, 13B, 91H, 92C GRAI7608
Oct 74 157p
CONTRACT: DI-14-31-0001-5034
PROJECT: OWRT-A-041-NDAK
MONITOR: OWRT-A-041-NDAK(1)
Prepared in cooperation with Washington Univ., Seattle. Communication Research Center.

ABSTRACT: This report presents an intensive analysis of social variables - such as public attitudes, community needs and information - that are important to the planning and informed public participation in the development of the West River Region. The analysis has both predictive and descriptive goals, describing the present state of public opinion on regional development, and gathering information predictive of eventual public satisfaction with the development results.

DESCRIPTORS: *Regional planning, *Participative management, *Public relations, Communications management, Community development, Public opinion, Attitudes, Information systems, Predictions, Surveys, Data acquisition, North Dakota

IDENTIFIERS: West River Region(North Dakota), NTISDIOWRT

PB-249 504/2ST NTIS Prices: PC$6.75/MF$2.25

Guidelines for the Formation of County Advisory Councils

Panhandle Health Planning, Inc., Wheeling, W. Va.
C6001H3 FLD: 6E, 44B GRAI7606
1971 28p
MONITOR: 18

ABSTRACT: Formation of a county advisory council consisting of representatives of health care providers and consumers to aid in development of county health programs is described. A checklist of persons who should be involved in county councils is included. Functions of a county advisory council are defined, and factors to be considered in organizing the council are outlined. Several committee titles and functions are suggested (community health data committee, organization and facilities committee, health services committee, health financing committee, etc.), although the number and size of committees under the council will be dependent on community size, severity of health problems, and expertise available. Basic data which the council and its committees should collect and analyze are listed, including aspects of demographic structure, health statistics, health services and facilities, health manpower, transportation, and payment sources. Possible national and local sources of information are suggested. Steps in the development of a county health program are outlined; a specific approach to determining operational objectives is offered. Several elements of a community health program model are listed. A copy of the staff report form used by the County Health Council, Panhandle Health Planning, Inc. to evaluate projects is included.

DESCRIPTORS: *Participative management, *Health planning, Personnel management, Orientation(Training), Methodology, Management, Local government, Health occupations, Consumers, Community relations, Agencies

IDENTIFIERS: HRP/BDA, HRP/BJA, HRP/BD, HRP/ZD, HRPGEO/YNO, HRPOCC/XZ, NTISHRANHP

HRP-0002769/8ST NTIS Prices: PC$4.00/MF$2.25

Transforming Environmental Research Into Regulatory Policy

National Bureau of Standards, Washington, D.C. (240 800)

Final rept.
AUTHOR: Ventre, Francis T.
C5944C4 FLD: 13M, 05A, 89B, 70E, 86V GRAI7606
Apr 75 8p
MONITOR: 18
Pub. in Annual Meeting of the Environmental Design Research Association (EDRA) (6th), Lawrence, Kan. 23 Apr 75, paper in Responding to Social Change, p277-284 Apr 75.

ABSTRACT: The report outlines a means of enabling environmental design researchers to participate in the formulation of regulatory policies affecting buildings. The standards system is shown to be an underused channel for relaying research findings to building professionals, and the regulatory system is shown to be a potential means for directing building technology toward socially-valued ends. Notes include a brief listing of standards- and codes-generating organizations.

DESCRIPTORS: *Buildings, *Regulations, *Information systems, Policies, Management planning, Participative management, Building codes, Standards, Research, Technology, Data transmission, Social effect

IDENTIFIERS: Research utilization, NTISCOMNBS

PB-248 561/3ST NTIS Prices: Not available NTIS

Ladder of Citizen Participation

Commons, Washington, D.C.
AUTHOR: Arnstein, Sherry R.
C5934J1 FLD: 05A, 44B, 70B GRAI7606
1969 9p
MONITOR: 18
Pub. in Jnl. of the American Institute of Planners v35 n4 p216-224

ABSTRACT: The concept of citizen participation is analyzed, based on the premise that true citizen participation is a categorical term for citizen power, or the redistribution of power enabling citizens presently excluded from political and economic processes to be included deliberately in these processes in the future. A typology is presented in which a ladder of citizen participation, with each rung corresponding to the extent of citizens' power in determining a plan or program, is developed. The eight types of citizen participation or nonparticipation identified are as follows: (1) manipulation, in which citizens are placed on committees or boards for the express purpose of educating them or engineering their support, signifying a distortion of partiticipation into a public relations vehicle for powerholders; (2) therapy, or the subjection of citizens to clinical group analysis under the guise of involving them in planning, based on an assumption that powerlessness is synonymous with mental illness; (3) informing citizens of their rights, responsibilities, and options, with no channel provided for feedback and no power for negotiation; (4) consultation, or inviting citizens' opinions through attitude surveys, neighborhood meetings, or public hearings; (5) placation, or token placement of citizens on community action agencies while retaining for powerholders the right to judge the legitimacy or feasibility of any advice received from these citizen representatives; (6) partnership, representing a sharing of power between citizens and powerholders; (7) delegated power, in which citizens achieve dominant decision-making authority over a particular plan or program; and (8) citizen control, exemplified by a neighborhood corporation with no intermediaries between it and the source of funds. Three Federal social programs--urban renewal, antipoverty, and Model Cities--are used to exemplify the various degrees or types of citizen participation discussed.

DESCRIPTORS: *Public relations, *Health planning, *Community relations, Strategies, Public opinion, Public hearings, Political science, Participative management, Methodology, Management, Local government, Health occupations, Health care, Consumers, Agencies

IDENTIFIERS: HRP/ZE, HRP/BDA, HRP/RAA, HRP/BG, HRP/BDB, HRPGEO/YNO, HRPOCC/XZ, NTISHRANHP

HRP-0004978/3ST NTIS Price: Not available NTIS

Planning and Participation: General Revenue Sharing in Ten Large Cities

Stanford Research Inst., Menlo Park, Calif.*National Science Foundation, Washington, D.C. Research Applied to National Needs. (332 500)

Final rept.
AUTHOR: Waldhorn, Steven A., Arnstein, Sherry, Lotridge, Jean, Lyman, Theodore R., Milbergs, Egils
C5801F3 FLD: 05A, 70F*, 96F GRAI7604
Aug 75 113p
REPT NO: SRI-URU-4141-FR
GRANT: NSF-APR75-11170-A01
MONITOR: NSF/RA/S-75/061

ABSTRACT: This report presents the findings of a study of planning and citizen participation processes used by local governments to make decisions about general revenue sharing (GRS). It focuses primarily on the impact GRS is having on the governments of cities with populations between 250,000 and 750,000 although data from a national sample of cities of all sizes are also analyzed. The overall objective of the study was to determine the relationship between GRS processes and outcomes. The cities that were studied in detail were Cleveland, Indianapolis, Miami, Minneapolis, Newark, Phoenix, Pittsburgh, San Francisco, Seattle, and Toledo.

DESCRIPTORS: *Local government, *Financing, Municipalities, Revenue, Citizen participation, Planning, Surveys, Taxes, Economic impact, Participative management, Social welfare, National government, Federal assistance programs, Opinions

IDENTIFIERS: *Revenue sharing, NTISNSFRA

PB-247 138/1ST NTIS Prices: PC$5.50/MF$2.25

The General Public and Community Leaders View the General Revenue Sharing Program

Opinion Research Corp., Princeton, N.J.*National Science Foundation, Washington, D.C. Research Applied to National Needs.
C5751G4 FLD: 05A, 70F, 96P GRAI7603
Feb 75 117p
REPT NO: ORC Study-51259
GRANT: NSF-APR74-21180-A01
MONITOR: NSF/RA/S-75-064

ABSTRACT: This report presents the major findings of a nationwide survey conducted to ascertain the level of awareness and knowledge of the Federal General Revenue Sharing Program among the general public and non-elected community leaders. The objectives of the survey research were to determine: (1) the level of awareness and knowledge of the General Revenue Sharing Program, (2) the degree of public support for continuing the General Revenue Sharing Program, (3) the influence the general public and community leaders believe the General Revenue Sharing Program has had on taxes and local government effectiveness, (4) the extent to which the general public and local leaders feel they have adequate opportunity to express their needs and participate in local Revenue Sharing expenditure decision, and (5) whether the general public and community leaders perceive that General Revenue Sharing has in any way changed the level of Federal influence in local affairs and the amount of Federal funds received by the locality they live in.

DESCRIPTORS: *Revenue, *Federal assistance programs, *Community development, Attitude surveys, National government, Public relations, Leadership, Projects, Participative management, Local government, Perception, Questionnaires, Municipalities, Taxes

IDENTIFIERS: *Revenue sharing, NTISNSFRA

PB-247 266/0ST NTIS Prices: PC$5.50/MF$2.25

Public Involvement in the Corps of Engineers Planning Process

Institute for Water Resources (Army) Fort Belvoir Va (405728)

Research rept. (Final)
AUTHOR: Hanchey, James R.
C5642J2 FLD: 13B, 5A, 48B, 91D GRAI7602
Oct 75 44p
REPT NO: IWR-RP-75-R4
MONITOR: 18

ABSTRACT: This report discusses the design, implementation and management of public involvement programs as integral parts of the Corps of Engineers water resources planning process. The approach to program development suggested relies on several key concepts; first that planning should be viewed as consisting of several sequential stages, each of which has a definable output; second, that public involvement programs can and should be approached on a stage-by-stage basis; third, that there should be public checkpoints at the end of each stage to provide input as to the adequacy and responsiveness of the planning to date; fourth, that these public checkpoints are not in themselves adequate; and fifth, that decision-making responsive to public concerns requires the explicit consideration of public input before key decisions are made at each stage.

DESCRIPTORS: *Water resources, *Army planning, *Civil affairs, Public administration, Engineers, Management planning and control, Sequences, Decision making, Meetings, Monitoring, Cooperation

IDENTIFIERS: Citizen participation, Participative management, Checkpoints, NTISDODA

AD-A017 946/5ST NTIS Prices: PC$4.00/MF$2.25

The Water Pollution Control Act of 1972 Institutional Assessment, Public Participation

Ragan (James) Associates, Pacific Palisades, Calif.*National Commission on Water Quality, Washington, D.C.

Final rept.
C5471C2 FLD: 05D, 13B, 92D*, 68D*, 91A* GRAI7525
Oct 75 278p*
CONTRACT: WQ5AC045
MONITOR: NCWQ-75/11

ABSTRACT: Public Participation under Section 101(e) of the Federal Water Pollution Control Act Amendments of 1972 is reviewed as it exists at the federal, state and local levels. Authors conclude that the law has not changed the nature of participation as practiced in the past. The general unaffiliated public is not interested in participation. However, a few national and Washington-based public interest groups have made specific impacts on the administration of the Act. Federal and state agencies do not know what to do with citizen comments and the regulations established by the U.S. Environmental Protection Agency have proved inadequate to obtain minimum performance. While the Act requires that citizen involvement be an integral component of NPDES, planning, and construction grants programs, EPA has isolated public participation from the functional programs.

DESCRIPTORS: *Water law, *Participative management, *Public opinion, Legislation, Law enforcement, National government, Regulations, Interest groups, Attitude surveys, National government, State government, Local government

IDENTIFIERS: *Water pollution abatement, *Federal water pollution control act of 1972, NTISNCWQ

PB-245 410/6ST NTIS Prices: PC$8.75/MF$2.25

Job Satisfaction and Productivity. An Evaluation of Policy Related Research on Productivity, Industrial Organization and Job Satisfaction: Policy Development and Implementation

Case Western Reserve Univ., Cleveland, Ohio. Dept. of Organization and Administration.*Science Foundation, Washington, D.C. National Research Applied to National Needs.

Final rept.
AUTHOR: Srivastva, Suresh, Salipante, Paul F. Jr, Cummings, Thomas G., Notz, William W., Bigelow, John D.
C5464F2 FLD: 05I, 05J, 70D*, 92B GRAI7525
1975 409p*
GRANT: NSF-GI-39455
MONITOR: NSF/RA/S-75-052
Library of Congress Catalog Card No. 75-24063.

ABSTRACT: The study reviews empirical research published since 1959 on the relationship of industrial organization variables to job satisfaction and productivity. The review has a distinct policy focus, the objective being to apply research-based knowledge to policy development in organizations. The three types of knowledge required for this policy development are of: (1) Variables causing job satisfaction and productivity; (2) conditions under which these variables are effective; and (3) change processes which can successfully manipulate these variables. To investigate how recent research has contributed to these three types of knowledge, 57 field experiments and over 500 correlational studies are reviewed. The validity of the field experiments are intensively assessed, while the correlational studies are reviewed using a more extensive methodology.

DESCRIPTORS: *Productivity, *Job satisfaction, Personnel, Attitudes, Job analysis, Motivation, Organization theory, Reviews, Group dynamics , Absenteeism, Leadership, Performance, Supervision, Industrial management, Participative management

IDENTIFIERS: Job enrichment, Organizational climate, NTISNSFRA

PB-245 140/9ST NTIS Prices: PC$10.50/MF$2.25

Regional Transportation Plan. Development of the Plan. Volume III

San Diego County Comprehensive Planning Organization, Calif.*Urban Mass Transportation Administration, Washington, D.C.

Supplemental rept.
C5334C3 FLD: 13B, 05A, 85, 91B, 70C GRAI7523
Jul 75 191p
REPT NO: CPO-TRANS-RTP3-75
PROJECT: UMTA-CA-09-0037
MONITOR: 18
See also PB-244 893.

ABSTRACT: The report describes the methodology used to develop the Regional Transportation Plan and documents the major elements of that methodology, including the regional goals and objectives program, the citizen participation program, the plan development alternative studies, the evaluation criteria utilized to select a development strategy, the policy selection process, and the plan refinement and staging process.

DESCRIPTORS: *Transportation planning, *Regional planning, *Information systems, Objectives, Policies, Regional development, Effectiveness, Evaluation, Methodology, Bus lines, Selection, Systems engineering, Air transportation, Bicycles, Participative management, Citizen participation, Community relations, Environmental issues

IDENTIFIERS: Alternatives, Guideway transportation, NTISDOTUMT

PB-244 895/9ST NTIS Prices: PC$7.00/MF$2.25

An Evaluation of the Employee Stock Ownership Plan as Applied to ConRail

Towers, Perrin, Forter and Crosby, Washington, D.C.*United States Railway Association, Washington, D.C.
C5182L1 FLD: 05A, 70D, 96F GRAI7521
12 May 75 146p
CONTRACT: USRA-50108
MONITOR: USRA/R-064

ABSTRACT: This study analyzes an employee stock ownership plan (ESOP) for Conrail as outlined in the Rail Reorganization Act. It considers corporate financing, employee motivation, employee stock ownership, and total compensation. In all four areas alternatives were considered.

DESCRIPTORS: *Participative management, *Financing alternatives, *Railroads, Stocks and bonds, Employees, Motivation, Evaluation, Ownership, Objective, Attitudes, Recommendations

IDENTIFIERS: Employee stock ownership, Bankrupt railroads, Conrail System, NTISUSRA

PB-243 983/4ST NTIS Prices: PC$5.75/MF$2.25

How to Motivate Volunteers in a Rehabilitation Facility. A Handbook. 9

National Auxiliary to Goodwill Industries, Washington, D.C.*Social and Rehabilitation Service, Washington, D.C.

Special rept.
AUTHOR: Levin, Stanley
C4983H2   FLD: 05I, 05A, 05J, 92A, 92B   GRAI7518
1973   30p
GRANT: SRS-12-55087
MONITOR: SRS-55087-014
See also PB-243 091.

ABSTRACT: This is one of a series of 12 handbooks prepared by Goodwill Industries to provide guidelines for volunteers and volunteer programs. This booklet stresses the importance of volunteer satisfaction and how it affects productivity. It advises emphasizing the importance of volunteers, facilitating satisfaction of volunteers, expectations reflecting sincere care and appreciation for volunteers' accomplishments, extending opportunities for maximum use of skills and experiences, providing avenues for growth and development, encouraging participation in program planning, implementation and evaluation, and offering volunteers meaningful roles and assignments.

DESCRIPTORS: *Rehabilitation, *Handbooks, Supervisors, Motivation, Management guidelines, Personnel management, Participative management, Roles(Behavior), Job satisfaction, Productivity, Expectations

IDENTIFIERS: *Volunteers, Vocational rehabilitation, NTISHEWSRS

PB-243 090/8ST   NTIS Prices: PC$3.75/MF$2.25

Structuring Communications Programs for Public Participation in Water Resources Planning

Utah State Univ Logan Dept of Civil and Environmental Engineering*Institute for Water Resources (Army), Fort Belvoir, Va. (409321)

Final rept.
AUTHOR: Bishop, A. Bruce
C4955J1 FLD: 13B, 48B, 68D, 91A GRAI7518
May 75 143p
CONTRACT: DACW73-72-C-0069
MONITOR: IWR-CR-75-2

ABSTRACT: Most federal agencies with resource planning and management responsibilities have received both executive and legislative directives to promote broad public involvement in their planning studies. This report is directed toward describing methods and techniques for planner-citizen communication which will enhance the level of public participation in the planning process and will permit citizens and planners to work effectively together in arriving at planning decisions which affect multiple local, state, and federal jurisdictions. The report describes the Corps of Engineers' planning process and defines the information generated during the planning activities. The planning process is related to various communication models and an approach to development of public participation programs is suggested. Various techniques and methods for communication with the public are presented. The report concludes with several examples of public participation programs and the relation of these programs to environmental impact assessment and water quality management.

DESCRIPTORS: *Water resources, *Public relations, Management, Environmental protection, Models, Civil engineering, Army planning, Decision making, Federal budgets, Communications networks, Water quality

IDENTIFIERS: *Citizen participation, *Public participation, Environmental impacts, Communications programs, Local government, National government, State government, *Participative management, NTISDODA

AD-A012 280/4ST NTIS Prices: PC$5.75/MF$2.25

State Use of Federal Technical Resources. Report of a Study of Federal Resources, Mechanisms, and Barriers Regarding Providing Technical Assistance to the States of Louisiana and Mississippi

Gulf South Research Inst., Baton Rouge, La.*National Science Foundation, Washington, D.C. Office of Experimental Research and Development Incentives.*Mississippi Research and Development Center, Jackson. (403 953)

Final rept.
AUTHOR: Balch, Jackson M., Rowland, Roger D., Wagner, Kenneth C.
C4914I2 FLD: 13B, 05A, 70E, 91H GRAI7517
5 Apr 74 88p
MONITOR: NSF/RA/R-74/043
Prepared in cooperation with Mississippi Research and Development Center, Jackson.

ABSTRACT: A report is made of a study undertaken to determine if, from the states' point of view, there exists a need to establish a mechanism that would enable the states to take advantage of technology existing within the Federal structure. The study attempted to find ways in which existing Federal technology and technical assistance capabilities might be brought to bear on state problems, on terms acceptable to the states. Interviews were held with key individuals in the major agencies of the States of Louisiana and Mississippi, and two workshops were conducted to provide a forum for participants from both the states and the Federal Government to mutually seek innovative improvements in the technology transfer process.

DESCRIPTORS: *Federal assistance programs, *Technical assistance, *State planning and development, Feasibility, Surveys, Participative management, Interviews, Technology transfer, Management methods, Objectives, Local government activities, Government policies, Workshops, Louisiana, Mississippi, Technology innovation, Resource allocation, Finance

IDENTIFIERS: NTISNSFRA

PB-242 460/4ST NTIS Prices: PC$4.75/MF$2.25

Short Course on Roadside Development(30th) Held at Columbus, Ohio, October 4-8, 1971

Ohio State Univ., Columbus. Dept. of Landscape Architecture.
A5501A1 FLD: 13B, 60F GRAI7224
May 72 193p*
MONITOR: 18
See also Short Course No. 29, PB-200 624. Prepared in cooperation with Ohio Dept. of Highways, Columbus.

ABSTRACT: 'Bio-Engineering' is the theme for the 30th Short Course on Roadside Development. The subject matter presented by many speakers relates to our environment and the evaluating processes in roadway corridor locations, roadway designing, with considerations of minimizing damage to natural resources and harmful effects to people. Mehods and techniques in maintaining the roadway environment as planned and constructed are discussed.

DESCRIPTORS: (*Highways, *Landscaping), (*Environmental engineering, *Specialized training), Programmed instruction, Planning, Participative management, Meetings, Vegetation, Maintenance management , Forestry, Soil properties, Water resources, Fertilizers, Erosion control, Pollution

IDENTIFIERS: *Roadside development, Roadway corridors, Highway beautification

PB-212 623 NTIS Prices: PC$3.00/MF$0.95

Experiment Definition: R and D Incentives of an Electronic Telephone System

Virginia Polytechnic Inst. and State Univ., Blacksburg. Dept. of Electrical Engineering.*National Science Foundation, Washington, D.C. Office of Experimental Research and Development Incentives.

Final rept.
AUTHOR: Thompson, Richard A.
C4912K3   FLD: 05A, 70E   USGRDR7517
1 May 74   45p
GRANT: NSF-DI-39553
MONITOR: NSF/RA/R-74/032

ABSTRACT: This final report describes a potential experiment in cooperative research involving a university and an industry, whereby limited government cost-sharing is used as an incentive for establishing a long term cooperative program. It described the steps taken in attempting to establish the cooperative program with industrial organizations specifically inclined to exploit communication interconnect technology. Barriers encountered, steps taken to overcome the barriers, and conditions necessary to induce industrial participation in the program are outlined. The study was one of several that led to the selection of three long term programs that comprise an experiment in cooperative research initiated by the R and D Incentives Office of the National Science Foundation.

DESCRIPTORS: *Research projects, *Telephone systems, *Cooperation, Universities, Industries, Experimental design, Cost sharing, Incentives, Federal assistance programs, National government, Business organizations, Participative management, Barriers, Problem solving, Electronic engineering

IDENTIFIERS: *University industry relations, NTISNSFRA

PB-242 323/4ST   NTIS Prices: PC$3.75/MF$2.25

An Evaluative Commentary on Science Activities in Georgia

Atlanta, Ga.*National Science Foundation, Washington, D.C. Office of Experimental Research and Development Incentives.

Final rept.
AUTHOR: Mock, John E.
C4911K2   FLD: 05A, 70E   USGRDR7517
Aug 72   88p
PROJECT: NSF-73-SP-0501
MONITOR: NSF/RDI-41

ABSTRACT: This report describes the evolution and conduct of state-supported science activities in the state of Georgia, as exemplified by the Georgia Science and Technology Commission, and relates this experience to how science can be incorporated into governmental decision-making--into the mainstream of state and local government action--particularly with respect to identifying (1) problems amenable to science- or technology-aided solutions and (2) specific mechanisms for bringing science and technology to bear on these problems. The Commission's experience is traced in terms of its management and operational philosophies and practices, its objectives and efforts, and its relationship to other science policy participants.

DESCRIPTORS: *Research support, *State programs, Decision making, Problem solving, Technology development, Management methods, Technology innovation, Participative management, Organizations, Barriers, Recommendations, Georgia, Local government activities, State government

IDENTIFIERS: Commissions(Organizations), NTISNSFRA, NTISNSF

PB-242 228/5ST   NTIS Prices: PC$4.75/MF$2.25

Experimental R and D Incentives for Industry Cooperative Research Experiment

Massachusetts Inst. of Tech., Cambridge.*National Science Foundation, Washington, D.C. Office of Experimental Research and Development Incentives. (220 000)

Final rept. on Phase 1
AUTHOR: Suh, Nam P.
C4911D4 FLD: 05A, 94A, 70E USGRDR7517
Nov 73 211p
GRANT: NSF-DI-38249
MONITOR: NSF/RDI-6
Report on MIT-Industry Polymer Processing Program.

ABSTRACT: This final report describes a potential experiment in cooperative research involving a university and an industry, whereby limited government cost-sharing is used as an incentive for establishing a long term cooperative research program. It describes the steps taken by the author in attempting to establish the cooperative program with industrial firms specifically inclined to exploit polymer processing technology. Barriers encountered, steps taken to overcome the barriers and conditions necessary to induce participation in the program are outlined. This study was one of several that led to the selection of three long term projects that comprise an experiment in cooperative research initiated by the R and D Incentives Office of the National Science Foundation.

DESCRIPTORS: *Industrial research and development, *Technology development, *Participative management, Universities, Industries, Cooperation, Project planning, Cost sharing, Incentives, Barriers, Experimental design, Government policies, Polymers, Industrial production, Processing

IDENTIFIERS: *University industry relations, NTISNSFRA

PB-242 186/5S NTIS Prices: PC$7.25/MF$2.25

Goals for Citizen Involvement: Some Possibilities and Some Evidence

Rand Corp Santa Monica Calif (296600)
AUTHOR: Yin, Robert K.
C4831G4 FLD: 5D, 13B, 70F, 91G USGRDR7516
Feb 75 16p
REPT NO: P-5365
MONITOR: 18

ABSTRACT: Five goals for citizen involvement are considered: Increase in flow of information between servers and served; Improvements in service officials' attitudes; Improvements in client attitudes; Improvements in services delivered; Increase in client control.

DESCRIPTORS: *Urban planning, *Management planning and control, Policies, Organizations, Effectiveness, Assessment

IDENTIFIERS: *Citizen participation, *Participative management, *Government policies, Objectives, NTISDODSD

AD-A010 934/8ST NTIS Prices: PC$3.25/MF$2.25

Participative Management and Its Role in Motivation and Productivity

Oklahoma Univ Norman*Army Electronics Command, Fort Monmouth, N.J. (268050)

Research rept.
AUTHOR: Silverman, Gerald
C4762D1 FLD: 5A, 5J, 70B, 92B USGRDR7515
Dec 74 17p
MONITOR: 18

ABSTRACT: The report discusses work environment, noting that workday affairs must be managed so as to satisfy the social and emotional needs of people, thereby providing creative, constructive, satisfying, and productive reactions among workers. Motivation toward participation in the management process is seen as involving the sense of accomplishment, the feeling of independence, a desire for knowledge about what is happening, and a sense of creativity. The result is increase of productivity.

DESCRIPTORS: *Management engineering, *Motivation, Production rate, Job satisfaction, Employee relations, Problem solving, Management planning and control, Performance(Human), Industrial psychology, Organization theory, Factor analysis, Theses

IDENTIFIERS: *Participative management, Incentives, NTISDODA

AD-A010 323/4ST NTIS Prices: PC$3.25/MF$2.25

A Comprehensive Human Resource Planning Guide. Volume II

Department of Health, Education, and Welfare, Washington, D.C. Office of the Assistant Secretary for Planning, and Evaluation.*Puget Sound Governmental Conference, Seattle, Wash.

Planning guide book Jul 73-Sep 74.
C4731B1 FLD: 05K, 05A, 92C, 70F USGRDR7514
Sep 74 135p
REPT NO: DHEW/RX-75-2
MONITOR: 18
Prepared by Puget Sound Governmental Conference, Seattle, Wash.
Paper copy also available in set of 3 reports as PB-241 327-SET, PC$13.00.

ABSTRACT: The guide instructs the human resources planner on how to prepare a comprehensive human resources plan, as well as how to work with local elected officials, advisory groups, and categorical planners. It describes a six-step comprehensive human resources planning process, with special emphasis on monitoring and evaluation. It also contains a manual for reviewing an environmental impact statement and a guide for utilizing the A-95 Review process in human resources planning.

DESCRIPTORS: *Human resources, *Comprehensive planning, Social welfare , Welfare programs, Government services, Decision making, Local government, Personnel, Policies, Budgeting, Manuals, Participative management

IDENTIFIERS: A 95 reviews, NTISHEWOS

PB-241 329/2ST NTIS Prices: PC$5.75/MF$2.25

On the Coming Demise of Job Enrichment

Yale Univ., New Haven, Conn. Dept. of Administrative Sciences.*Manpower Administration, Washington, D.C. Office of Research and Development. (404 147)

Technical rept.
AUTHOR: Hackman, J. Richard
C4723J4 FLD: 05I, 05A, 70D USGRDR7514
Dec 74 33p
REPT NO: TR-9
GRANT: DL-21-09-74-14
MONITOR: DLMA-21-09-74-14-5

ABSTRACT: Job enrichment rapidly is becoming one of the most widely used behavioral science strategies for organizational change. And there is scattered but compelling evidence that, under certain conditions, the technique can lead simultaneously to both improved productivity and to an increase in the quality of employee work experiences. Yet observations of on-going job enrichment projects in a number of organizations suggest that the approach is failing in practice at least as often as it is succeeding--and that its future as a strategy for personal and organizational change may be bleak. This report (a) explores a number of frequently-observed errors in implementing job enrichment that can lead to 'failures' of the technique, and (b) identifies a number of ingredients found to be common to most of the 'successful' job enrichment projects that were observed.

DESCRIPTORS: *Personnel management, *Job satisfaction, Job redesign, Job development, Evaluation, Participative management, Attitudes, Effectiveness, Performance, Organizational development, Management analysis, Morale, Motivation, Automation, Objectives

IDENTIFIERS: Job enrichment, NTISLABRDU

PB-240 881/3ST NTIS Prices: PC$3.75/MF$2.25

Shared Decision-Making as a Treatment Technique in Prison Management

Murton Foundation for Criminal Justice, Inc., Minneapolis, Minn.*Manpower Administration, Washington, D.C. Office of Research and Development.

Final rept. 15 Mar 74-15 Mar 75
AUTHOR: Murton, Thomas O., Baunach, Phyllis Jo
C4655K3   FLD: 05K, 05A, 91C*, 70   USGRDR7513
10 Mar 75   267p*
CONTRACT: DL-21-27-74-29
MONITOR: DLMA-21-27-74-29-4

ABSTRACT: An extensive review of the correctional literature relative to participatory management, and to a lesser extent educational and industrial literature, resulted in the development of distinct typologies of the decision-making models. To ascertain the current state of the art, mailer questionnaires were sent to all adult institutions known to have some form of council or committee structure. In addition, on-site visits were conducted at several institutions including large and small; male, female, and coed; those having councils and other having committees; and representing various geographical regions of the United States. Interview schedules were completed with administrators, staff, and inmates were possible. Council members were interviewed and, when allowed, council meetings were observed.

DESCRIPTORS: *Correctional institutions, *Personnel management, *Criminal psychology, *Decision making, Rehabilitation, Group dynamics , Management systems, Counseling, Leadership

IDENTIFIERS: *Prisons, *Prison management, *Participative management, NTISLABRDU

PB-240 883/9ST   NTIS Prices: PC$8.50/MF$2.25

California Four Cities Program: What You Always Wanted to Know About MBO (But Were Afraid to Ask)

Jet Propulsion Lab., Pasadena, Calif.*National Science Foundation, Washington, D.C. Office of Intergovernmental Science and Research Utilization.*National Aeronautics and Space Administration, Washington, D.C. (191 150)
AUTHOR: Warren, Forrest
C4604B4 FLD: 05A, 70B USGRDR7512
Oct 73 12p
CONTRACT: NAS7-100
MONITOR: NSF/RA/G-73-039
See also report dated May 74, N74-28443.

ABSTRACT: The report describes the implementation of the Management By Objectives (MBO) system in Pasadena, one of the participating cities in the Four Cities project directed by the Jet Propulsion Laboratory. In addition to giving specific examples from the Pasadena experience, the author provides answers to some frequently-asked questions, e.g., why the MBO management system is needed, what the prerequisites are for implementing the system, whether a simple, practical approach will work, what common pitfalls must be avoided, and whether the result justifies the extra effort required.

DESCRIPTORS: *Management methods, Objectives, Participative management , Project planning, Public administration, Decision making, Personnel development

IDENTIFIERS: *Management by objectives, NTISNSFRA

PB-240 704/7ST NTIS Prices: PC$3.25/MF$2.25

Listening to the Metropolis. An Evaluation of the New York Region's CHOICES FOR '76 Mass Media Town Meetings and Handbook on Public Participation in Regional Planning

Regional Plan Association, N.Y.*Department of Housing and Urban Development, Washington, D.C. Policy Development and Research.

Final rept. 1971-73
AUTHOR: Shore, William B., Anderson, Richard T., McManus, Michael J., Goldbeck, Willis, Hack, Pearl H.
C4455B1 FLD: 13B, 91D USGRDR7510
Dec 74 98p
PROJECT: HUD-N.Y. PD-5(P)
MONITOR: 18

ABSTRACT: CHOICES FOR '76 was a mass media town meeting series in which all the New York Urban Region's television stations presented five one-hour programs on planning issues; some 600,000 households (on the average) watched each show, 26,500 persons submitted a ballot on the issues after each town meeting (on the average), more than 20,000 persons took part in at least one discussion group after watching the film, and about 100,000 background books were distributed. This book evaluates the project alongside several goals and discusses what the goals should be. It provides a road map for those considering such a project with how-to-do-it advice.

DESCRIPTORS: *Urban planning, *Participative management, *New York, *Mass media, Television systems, Newsprint, Meetings, Projects, Evaluation, Urban areas, Decision making

IDENTIFIERS: NTISHUDPDR

PB-239 652/1ST NTIS Prices: PC$4.75/MF$2.25

Citizen Attitudes on State Government and Citizen Participation: A Report on Surveys of the General Public and Active Citizens in Vermont

Environmental Planning Information Center, Montpelier, Vt. Citizen Participation Project.*National Science Foundation, Washington, D.C. Office of Exploratory Research and Problem Assessment.

Technical research rept.
AUTHOR: Noad, C. E. Adrian, Scoville, Anthony
C3874C3 FLD: 5A, 13B, 91G, 70F USGRDR7501
Sep 73 72p
REPT NO: CPP-5
GRANT: NSF-GI-33647
MONITOR: NSF/RA/X-73-006D

ABSTRACT: Within the context of Vermont's Act 250 statewide land use planning, the report presents and analyzes the results of two identical surveys performed in Vermont in June 1973. The pair of surveys had the following functions: To discern the attitudes and perceptions of the general public and of a group of known 'active citizens' toward state government and citizen participation; to estimate the methods and extent of current participation in state government by these two groups; to obtain a comparison between the attitudes and activities of these two groups; and to provide a framework for evaluating various existing and proposed methods of citizen participation. The report contains a complete list of all reports produced by the Citizen Participation Project and a complete project bibliography.

DESCRIPTORS: *Regional planning, *Land use, *Citizen participation, *Vermont, State government, Legislation, Public opinion, Participative management, Attitudes

IDENTIFIERS: NTISNSFRA

PB-237 276/1ST NTIS Prices: PC$4.25/MF$2.25

Government Attitudes Toward Citizen Communication: An Analysis of a Survey of Vermont Legislators and Administrators

Environmental Planning Information Center, Montpelier, Vt. Citizen Participation Project.*National Science Foundation, Washington, D.C. Office of Exploratory Research and Problem Assessment.

Technical research rept.
AUTHOR: Noad, C. E. Adrian
C3874C2 FLD: 5A, 13B, 91G, 70F USGRDR7501
Oct 73 85p
REPT NO: CPP-4
GRANT: NSF-GI-33647
MONITOR: NSF/RA/X-73-006C

ABSTRACT: A framework is developed within which the activities of any group attempting to stimulate citizen feedback may be evaluated. Four interdependent decisions are defined to be the basis for feedback stimulation: a source-target decision, a content decision, a media decision, and a timing decision. Within the context of Vermont state government and the recent adoption of Vermont's Land Capability and Development Plan, solutions to the first three decisions are developed using a survey of Vermont legislators and administration officials to evaluate citizen communication on the Plan. The report contains a complete list of all reports produced by the Citizen Participation Project and a complete project bibliography.

DESCRIPTORS: *Regional planning, *Land use, *Citizen participation, *Vermont, State government, Participative management, Public opinion, Legislation, Government policies

IDENTIFIERS: NTISNSFRA

PB-237 275/3ST NTIS Prices: PC$4.75/MF$2.25

Techniques for Affecting Public Policy: Individual and Interest Group Influence on State Land Use Planning in Vermont

Environmental Planning Information Center, Montpelier, Vt. Citizen Participation Project.*National Science Foundation, Washington, D.C. Office of Exploratory Research and Problem Assessment.

Technical research rept.
AUTHOR: Scoville, Anthony
C3874C1 FLD: 5A, 13B, 91G, 70F USGRDR7501
Oct 73 90p
REPT NO: CPP-3
GRANT: NSF-GI-33647
MONITOR: NSF/RA/X-73-006B

ABSTRACT: The report presents the results of survey on the effects of interest groups, public policy advocates and other nonlegislative influences on land use and development planning in Vermont. A model strategy for effective public policy advocacy is developed based on solutions to four communications decisions, namely: a target decision, a timing decision, a content decision, and a media decision. The model was tested against Vermont's experience with its statewide Land Capability and Development Plan. The report contains a complete list of all reports produced by the Citizen Participation Project and a complete project bibliography.

DESCRIPTORS: *Regional planning, *Land use, *Citizen participation, *Vermont, State government, Legislation, Public opinion, Participative management

IDENTIFIERS: NTISNSFRA

PB-237 274/6ST NTIS Prices: PC$4.75/MF$2.25

Identification of Publics in Water Resources Planning

Georgia Inst. of Tech., Atlanta. Environmental Resources Center.*Office of Water Research and Technology, Washington, D.C.
AUTHOR: Willeke, Gene E.
C3871G1 FLD: 13B, 5A, 91A, 70F, 48B USGRDR7501
Sep 74 39p
REPT NO: ERC-1774
CONTRACT: DI-14-31-0001-4154
PROJECT: OWRT-B-095-GA
MONITOR: OWRT-B-095-GA(1)

ABSTRACT: The state-of-the-art of identifying publics for water resources studies was surveyed. Identification of appropriate audience segments includes location these publics, determining their interests and their social and demographic characteristics, and establishing communication with them. Techniques include self-identification, third-party identification, and staff identification. Self-identification is done through petition, appeal, public hearing, election, suit, protest, and publicity. Third-party identification is done by asking some person or group to identify those groups or individuals who should be involved in the planning process. Staff identification includes analysis of associations, geographic analysis, demographic analysis, historical and comparative analysis, the use of general lists, field interviews, and analysis of affected publics.

DESCRIPTORS: *Water resources, *Management planning, *Citizen participation, *Participative management, Water resources development, Social effect, Publicity

IDENTIFIERS: NTISDIOWRT

PB-236 789/4ST NTIS Prices: PC$3.75/MF$2.25

Citizen Participation and Social Services

University of Southern California, Los Angeles. School of Social Work.*Social and Rehabilitation Service, Washington, D.C. (406 020)

Special rept.
AUTHOR: Dinerman, Beatrice
C3805C3 FLD: 5K, 5A, 92C USGRDP7426
Apr 71 52p
GRANT: SRS-10-56033
MONITOR: SRS-10-56033

ABSTRACT: A state-of-the-art review of research in public welfare for the period 1965-1970 has been prepared by the Regional Research Institute in Social Welfare, University of Southern California.

DESCRIPTORS: *Social welfare, *Public administration, *Participative management, *Citizen participation, Poverty groups, Services, Attitudes, Opinions, Reviews, Questionnaires, Management information systems, Model cities, Objectives, Management engineering, Project planning, Requirements, Financial assistance

IDENTIFIERS: Social services, NTISHEWSRS

PB-237 009/6SL NTIS Prices: PC$4.25/MF$2.25

Project STAR: (Serving to Advance Rehabilitation)

National Urban League, Inc., New York.*Family Service Association of America, New York.*National Association for Retarded Children, New York.

Final rept.
AUTHOR: Long, Earl L., Fontana, Leonard
C3804A3 FLD: 5K, 92C USGRDR7426
1974 163p
GRANT: SRS-RD-15-55061
MONITOR: 18
Prepared in cooperation with Family Service Association of America, New York, and National Association for Retarded Children, New York.

ABSTRACT: Project STAR (Serving to Advance Rehabilitation) was a research and demonstration project sponsored by the National Urban League, Family Service Association of America and the National Association for Retarded Children. Its purposes were twofold: (1) to involve the families of retarded children from model city areas as consumers in the local service delivery systems for the retarded, and (2) to involve the parents of retarded children as decision makers in local and national agencies concerned with the retarded. The project took place in five cities: Tampa, Florida; South Bend, Indiana; Hartford, Connecticut; Portland, Oregon; and San Diego, California. The major methodology was the use of parent education groups and information and referrral techniques.

DESCRIPTORS: *Rehabilitation, *Program review, *Mental deficiency, *Participative management, Parent child relations, Education, Group psychology, Information systems, Low income areas, Motivation, Social planning, Community projects, Organizations, Paraprofessional personnel, Professional personnel

IDENTIFIERS: STAR project, *Tampa(Florida), National agencies, *South Bend(Indiana), *Hartford(Connecticut), *Portland(Oregon), *San Diego(California), NTISHEWSRS

PB-236 862/9SL NTIS Prices: PC$6.25/MF$2.25

Public Participation in Water Resources Planning and Decision-Making Through Information-Education Programs: A State-of-the-Arts Study

Mississippi State Univ., State College. Water Resources Research Inst.
AUTHOR: Ross, Peggy J., Spencer, Barbara G., Peterson, John H. Jr
C3362L4 FLD: 13B, 5A, 48B, 70C, 91H, 91D, 45D USGRDR7420
1974 54p
PROJECT: OWRR-B-012-MISS
MONITOR: OWRR-B-012-MISS(1)

ABSTRACT: The purpose was to explore the state of the art of activities to inform and educate the public regarding water resources programs. This objective was sought through (1) a critical and systematic review of literature, including both published and unpublished technical and scientific documents, and (2) a study of information/education programs of agencies involved in various levels of water resources planning and management in the state of Mississippi. The implications of the research for planning effective educational/informational programs are discussed. Specific reccmmendations are made.

DESCRIPTORS: *Water management, *Participative management, *Public relations, *State planning, *Mississippi, Decision making, Reviews, Information, Project planning, Mass media, Publicity, Design criteria, Organizations, Inequalities, Recommendations, Education

IDENTIFIERS: NTISDIOWRR

PB-234 317/6 NTIS Prices: PC$3.75/MF$2.25

100

Feed Grain, Wheat and Cotton Reports Master File: 1973

Agricultural Stabilization and Conservation Service, Washington, D.C.
Data Systems Div.
AUTHOR: Lawson, Frank, Deibert, Gerald, Crank, Charles
C3134L1   FLD: 5C, 96   USGRDR7417
Sep 73   1 reel mag tape
REPT NO: DS-55R
MONITOR: 18
Available as STC Model 3450-5, Standard OS-360 headers/trailers, 9 track, 1600 BPI, EBCDIC.

ABSTRACT: The file records by county the following data on voluntary participation in the 1973 feed grain, wheat and cotton set-aside programs: the number of farms eligible and the number of farms and producers participating, applicable acres of cropland, conserving base, feed grain bases, wheat and cotton allotments, set-aside acreage, payments and reductions, and planted acres for each crop. Data are as recorded through September 1973. Additions corrections and/or adjustments subsequent to that date are not included. Source documents include producer participation and compliance data on sheets prepared and furnished by ASCS county offices, and the 1973 Set-Aside Programs Annual Report.

DESCRIPTORS: *Agricultural development and assistance, *Federal programs, *Participative management, Data files, Projects, Feeding stuffs, Wheat, Cotton plants, Statistical data, Farms, Land, Farm crops, Allocations, Payment, Classifications, Magnetic tapes

IDENTIFIERS: *Set aside programs, *Voluntary participation, Eligibility, NTISUSDA

PB-232 863/1   NTIS Prices: Mag Tape $97.50;Foreign $122.50

Transportation and Equity: Towards a Framework for Distributive Analysis

Association of Bay Area Governments, Berkeley, Calif.
AUTHOR: McKoy, John H., Harris, Jeffrey
C3013B1 FLD: 13B, 5A, 91B USGRDR7415
Sep 73 56p
REPT NO: ABAG-HUD-1028-2.01-A
PROJECT: HUD-CPA-CA-1028
MONITOR: 18
Conference on Transportation Horizons: Rebuilding Urban Environments held at Berkeley, Calif. on 20-25 Sep 73.

ABSTRACT: The report addresses the need to be beyond the consideration of social, economic and environmental impacts of transportation planning in the aggregate, and take into account the detailed distribution of positive and negative effects of transportation planning decisions on various subgroups with specific needs and disadvantages. Distributive analysis can help to open up the politics of transportation planning by making complex information more accessible, raising hidden issues and sparking debate. If accompanied by explicit attention to distributive effects at new points in the planning process, an expanded range of possible interventions to consider strategies outside transportation itself, and bringing new participants into the planning and decision making process, along with a new set of roles and expectations, distributive analysis can make possible more equitable policy outcomes.

DESCRIPTORS: *Passenger transportation, *Decision making, *Planning, Problem solving, Participative management, Regional planning, Transportation models

IDENTIFIERS: *Handicapped passengers, Vehicle usage, NTISUPCD

PB-232 188/3 NTIS Prices: PC$6.00/MF$1.45

Door-to-Door Buspools: Recommendations for Public Policy

Consortium of Universities, Washington, D.C. Urban Transportation Center.

Final rept. Sep 72-Nov 73
AUTHOR: Truby, T. James
C2813G4 FLD: 13B, 85B*, 91B* USGRDR7412
Nov 73 52p*
REPT NO: UTC-11-73
PROJECT: UMTA-DC-11-0003
MONITOR: UMTA-DC-11-0003-73-11

ABSTRACT: The report suggests that buspools be given serious consideration in formulating public transportation policy relating to commuter travel. The purpose of the report is to aid that consideration by first, describing the planning, implementation, expansion, refinement and problem areas of two previously undocumented community initiated and operated buspools based in Columbia, Maryland, servicing Washington, D.C. and Baltimore, Maryland, and then, by identifying ways that public policy can encourage creation of buspools. Buspools in Columbia; Reston, Virginia; Flint, Michigan; and Peoria and Decatur, Illinois, are compared.

DESCRIPTORS: *Bus lines, *Routes, *Participative management, Passenger transportation, Contracted services, Travel time, Maryland

IDENTIFIERS: *Demand scheduled buses, Interurban travel, Howard County(Maryland), UMTA

PB-231 136/3 NTIS Prices: PC$3.75/MF$1.45

Investigation of the Public and Private Interests in the Chesapeake Bay Area

Maryland Univ., College Park. Water Resources Research Center.

Technical rept.
AUTHOR: Longest, James W.
C2311I3   FLD: 13B, 91H, 48B   USGRDR7406
Feb 73   43p
REPT NO: TR-16
CONTRACT: DI-14-01-0001-1840
PROJECT: OWRR-A-010-MD
MONITOR: OWRR-A-010-MD(1)

ABSTRACT: Conflicts often result because of varying goals among water resources users. A management control system is necessary to bring users together. Selected elements of an organizational and management concepts classification system developed for use in examining management problems of Chesapeake Bay are described. The model yields a framework to classify social, political and economic entities found in the area. Discussion centers primarily on user responsibilities, system responsibilities and integration as signs of the system's effectiveness. It includes changing attitudes, maintaining linkages, and dividing tasks among users according to their own expertise.

DESCRIPTORS: *Water resources, *Chesapeake Bay, *Regional planning, *Participative management, Econometrics, Coordination, Models, Sociometrics, Maryland, Political objectives, Systems engineering, Development, Communicating, Decision making

IDENTIFIERS: Attitude change, Task performance, OWRR

PB-226 767/2   NTIS Prices: PC$4.25/MF$1.45

The Mutual Agreement Program. A Planned Change in Correctional Service Delivery

American Correctional Association, College Park, Md.

Resource document, Sep 71-Nov 73
AUTHOR: Leiberg, Leon, Parker, William, Hills, Gerald, Reves, Victor
C2171B2   FLD: 5K, 91C   USGRDR7404
Nov 73   110p
REPT NO: ACA-PCP-3
CONTRACT: DL-82-24-72-37, DL-89-24-72-02
MONITOR: 18
Report on Parole Corrections Project. See also PB-211 188.

ABSTRACT: As the Parole-Corrections-MDT Project evolved its basic model, the contract concept was further refined and was finally called Mutual Agreement Programming (MAP). It includes inmate participation with project staff assistance in developing a realistic program which is negotiated with the institution and the parole board and which becomes the basis for a contract legally binding on all parties. This contract spells out the specific goals to be achieved by the inmate, the programs to be supplied by the institution and a definite parole release date contingent upon satisfactory program completion. Provision is made for renegotiation if completion becomes impossible or if problems develop.

DESCRIPTORS: *Criminology, *Revisions, *Participative management, Prisoners, Project planning, Objectives, Contracts, Negotiations

IDENTIFIERS: *Parole corrections project, *Inmate participation, OMPER

PB-226 251/7   NTIS Prices: PC$7.50/MF$1.45

The new Grass Roots Government: Decentralization and Citizen Participation in Urban Areas

Advisory Commission on Intergovernmental Relations, Washington, D.C.
AUTHOR: Stenberg, Carl W.
C1985J2 FLD: 13B, 5B, 70F*, 91H USGRDR7401
Jan 72 28p*
REPT NO: M-71
MONITOR: 18

ABSTRACT: The study analyzes various types of decentralization and citizen participation approaches, examines the degree to which they have been adopted by jurisdictions with different size, locational, and governmental characteristics, and probes official evaluations of decentralization--citizen participation experience.

DESCRIPTORS: (*Local government, *Participative management), (*Public administration, Management systems), Urban areas, Regional planning, Political theory, Public relations, Confidence level, Revisions

IDENTIFIERS: *Decentralization, Municipal government, County government, Citizen participation, ACIR

PB-224 939/9 NTIS Prices: PC$3.00/MF$1.45

City of Buffalo Plan for Implementation of a Citizen Communication Process

Buffalo City Dept. of Community Development, N.Y. Div. of Programming.

Final rept.
C1902E4 FLD: 13B USGRDR7324
Mar 73 16p
REPT NO: CBNY-63073-4
PROJECT: HUD-CPA-NY-1007
MONITOR: 18

ABSTRACT: The report covers the development of a citizen communication process to effect citizen involvement in the city's planning process and a plan for its implementation. It defines the citizen communication process in both narrative and graphical terminology, and emphasizes the use of mass media and survey techniques as effective means of disseminating information to the community. The implementation plan includes methodolcgies for determination of communication priorities for existing programs, determination of audience profiles and target audience identification, procurement of media support, and program evaluation.

DESCRIPTORS: (*Local government, *Participative management), (*Urban planning, *New York), Communicating, Project planning, Mass media, Surveys, Information systems, Evaluation

IDENTIFIERS: *Citizen participation, Buffalo(New York), UPCD

PB-224 618/9 NTIS Prices: PC$3.00/MF$1.45

Citizen Participation: Comprehensive Plan Series. 1972/73

Tampa Bay Regional Planning Council, St. Petersburg, Fla.
C1823D3 FLD: 13B USGRDR7323
Dec 72 64p
REPT NO: LPA-73-8-CZ-1
PROJECT: HUD-CPA-FL-1012
MONITOR: 18
Prepared by the Dunedin City Dept. of Planning, Fla.

ABSTRACT: The initial citizen participation work element of the Dunedin 1972-73 comprehensive planning work program identifies the characteristics of the citizen and evaluates his role in the planning and decision-making process of local government. Major issues and recommendations for action are presented. Community goals and objective statements and mechanisms for furthering citizen involvement in meaningful ways are recommended. Interviews were conducted with representatives of local civic, fraternal, and religious organizations as well as with individual citizens, city officials, and the news media. A questionnaire was also developed.

DESCRIPTORS: (*Urban planning, *Florida), (*Participative management, *Urban development), Public relations, Evaluation, Roles(Behavior), Interviews, Questionnaires, Recommendations, Decision making, Organizations, Mass media

IDENTIFIERS: *Citizen participation, *Dunedin(Florida), UPCD

PB-224 343/4 NTIS Prices: PC$5.25/MF$1.45

Optimum Growth Studies for the Metropolitan Washington Area. III. Planning and Management Systems

Metropolitan Washington Council of Governments, D.C.

Final rept.
AUTHOR: Einsweiler, Robert C.
C1815B2 FLD: 5A, 13B, 91H USGRDR7323
Aug 73 47p
PROJECT: HUD-CPA-DC-0004
MONITOR: 18
Prepared by Robert C. Einsweiler, Inc., Minneapolis, Minn. See also PB-224 095.

ABSTRACT: One of three consultant reports on optimum growth sets forth a concept of development management systems for urban areas. It examines various considerations in setting up planning and management systems. The scope includes direct land development controls, public capital investments, taxes and fees, information systems, and other decision guides. The last part applies some of the views to the Washington metropolitan area and a review of the Year 2000 Plan.

DESCRIPTORS: (*Urban development, *District of Columbia), (*Regional planning, Optimization), (*Management planning, *Systems analysis), Information systems, Land development, Public administration, Investments, Taxes, Financing, Decision making, Participative management, Constraints, Recommendations

IDENTIFIERS: Management information systems, Side effects, Washington metropolitan area, Legal restraints, Political choices, UPCD

PB-224 097/6 NTIS Prices: PC$4.50/MF$1.45

Proceedings of a Panel Discussion on Community Involvement in Highway Planning and Design

Massachusetts Inst. of Tech., Cambridge. Transportation and Community Values Project.

Final rept.
AUTHOR: Suhrbier, John H., Bennett, Elizabeth D., Card, Deborah
C1661K3 FLD: 13B, 60F, 50A USGRDR7321
26 Jan 73 62p
MONITOR: 18
Prepared in cooperation with Federal Highway Administration.

ABSTRACT: Ten transportation professionals met in Washington, D.C. on January 26, 1973, to discuss questions concerning community involvement now facing state transportation agencies. The group represented a range of professional and geographic viewpoints and explored a number of practical, as well as more general, aspects of achieving effective community involvement. Topics discussed during the day included experience with various techniques and practices, means of obtaining effective community involvement during system planning, possible changes in personnel and in institutional structures, and an exploration of why there is a need for more involvement today than in past years. The report is an edited transcript of the day's proceedings. The material should be of interest to all those actively involved in today's highway and public works programs.

DESCRIPTORS: (*Highway planning, *Participative management), (*Meetings, Highway planning), Public relations, Transportation, Urban planning, Proceedings

IDENTIFIERS: FHAPR

PB-223 437/5 NTIS Prices: PC$3.75/MF$1.45

Citizen Participation Program: Southern Mississippi Planning and Development District, Hattiesburg

Southern Mississippi Planning and Development District, Hattiesburg.

Final rept.
C1654C4 FLD: 13B USGRDR7321
Apr 73 13p
REPT NO: SMPDD-73-05
PROJECT: HUD-CPA-MS-1002
MONITOR: 18

ABSTRACT: The citizen participation program report notes how the District was formed and how citizen participation was used in the formulation. Also, the present citizen participation program is revealed and its successes and failures are explained. Suggestions for the future are enumerated and discussed.

DESCRIPTORS: (*Regional planning, *Mississippi), (*Participative management, Mississippi), Regions, Organizing, Reviews, Projects, Performance evaluation, Recommendations, Forecasting

IDENTIFIERS: Citizen participation, Southern Mississippi development district, UPCD

PB-223 291/6 NTIS Prices: PC$3.00/MF$1.45

Some of the Ways Citizen Involvement was Sought, for 1972, HUD 701

Somerville, Mass. Executive Dept.
AUTHOR: Johnston, Carla B.
C1574F1 FLD: 5A USGRDR7320
May 73 16p
PROJECT: HUD-CPA-MA-1036
MONITOR: 18

ABSTRACT: The document contains samples of letters, newsletters and press releases which were employed to elicit citizen involvement in the setting of priorities for the HUD management grant for Somerville, Massachusetts.

DESCRIPTORS: (*Local government, *Participative management), (*Public relations, *Methodology), Documents, Social communication, Newsprint, Reviews, Scheduling, Management methods, Urban planning, Massachusetts

IDENTIFIERS: Newsletters, Press releases, Somerville(Massachusetts), Citizen participation, Priorities, UPCD

PB-222 748/6 NTIS Prices: PC$3.00/MF$1.45

The Creative Partnership: Government and the Professional Services

National Bureau of Standards, Washington, D.C. (240 800)

Special pub. (Final)
AUTHOR: Johnson, James D.
C1553F4 FLD: 5A, 70C, 86V USGRDR7320
Aug 73 134p
REPT NO: NBS-SP-383
MONITOR: 18
Pub. in Proceedings of the Users-Producers Conference (4th) Gaithersburg, Md., 23 Jan 73. Prepared in cooperation with American Univ., Washington, D.C. Center for the Study of Private Enterprise. Paper copy available from GPO $2.10 as C13.10:383.

ABSTRACT: The 4th Users-Producers Conference held at the National Bureau of Standards in 1973 was designed to highlight the problems and advantages in our present procurement system when Government utilizes the services of professional and professions service firms. The speakers addressed themselves to many facets of the procurement process. At the end of each group of panel speaches, there was a general discussion with comments and questions by all attendees.

DESCRIPTORS: (*Government procurement, *Participative management), (*Meetings, Government procurement), Proceedings, Problem solving, Management planning, Information systems, Computer programming, Consulting services, Government policies, Contractors, Research, Universities, Opinions

IDENTIFIERS: Legal aspects, Management information systems, Discussions, NBS

COM-73-50667/7 NTIS Prices: PC-GPO/MF$1.45-NTIS

Administrative Aspects of Urbanization in Developing Countries

Army War Coll Carlisle Barracks Pa (403565)

Monograph
AUTHOR: Brady, Eugene R.
C1523B2 FLD: 5A USGRDR7320
20 Mar 72 31p
MONITOR: 18

ABSTRACT: The report deals primarily with administrative problems associated with urbanization in developing countries. Approaches to these problems are discussed in the following areas: organizational structures and relationships, management of resources, participation and representation, urban plans and policies, and institutional aids. (Author)

DESCRIPTORS: (*Management planning, *Urban areas), (*Government(Foreign), Problem solving), Management engineering, Organizations, Dynamics, Urban planning, Reviews, Analysis, Natural resources

IDENTIFIERS: *Urbanization, *Developing countries, Policies, Participative management, A

AD-765 616/8 NTIS Prices: PC$3.75/MF$1.45

Application of University Resources to Local Government Problems

Oklahoma State Univ., Stillwater. School of Mechanical and Aerospace Engineering. (268 000)

Final rept.
AUTHOR: Shamblin, James E., Auer, Thomas B., Parker, Jerald D., McQuiston, F. C., Janes, Robert L.
C1503H4 FLD: 5D, 5A, 70F* USGRDR7319
30 Nov 72 230p*
REPT NO: ER-73-F-20
GRANT: NSF-GT-34670
MONITOR: 18

ABSTRACT: The report details the results of a unique experimental demonstration of applying university resources to local government problems. Faculty-student teams worked with city and country personnel on projects chosen by mutual agreement, including work in areas of traffic management, law enforcement, waste heat utilization, solid waste conversion, and rural planning and zoning.

DESCRIPTORS: (*Public administration, *Participative management), (*Universities, *Problem solving), Local government, Law enforcement, Vehicular traffic control, Waste disposal, Urban areas, Rural areas, Land use zoning, Instructors, Students, Oklahoma

IDENTIFIERS: Waste heat utilization, Faculty student teams, Demonstration projects, Stillwater(Oklahoma), NSFISP

PB-222 393/1 NTIS Prices: PC$5.75/MF$1.45

Community Participation in Management of Facilities for the Mentally Retarded

Department of Health, Education, and Welfare, Washington, D.C. Office of the Secretary.

Final rept.
AUTHOR: Hall, Howard Bruce
C1425J2 FLD: 5K, 92C USGRDR7318
May 71 319p
REPT NO: DHEW/OS-71-51
CONTRACT: HEW-OS-70-151
MONITOR: 18

ABSTRACT: The report is made on the detailed analysis of sample mental retardation facilities' implementation of regulations concerning community involvement in these agencies. Some major findings: Public agencies tend, by definition, to be established by legislation and may be superimposed upon a community with little or no participation. Conversely, private agencies tend to be established by involved and participating community groups. Administrators generally have assigned top priority to agency maintenance functions and tended to see community participation as relating to the smooth operation of their agency rather than as liaison communication for its own sake. Failure to assess both function and representation both separately and in relation to one another can lead to a false picture of community participation with those agencies where modification or addition of community boards is attributed to the intent to implement P.L. 88-164. In practice, such modifications or additions may result in mere tokenism rather than meaningful community involvement.

DESCRIPTORS: (*Mental deficiency, *Social welfare), (*Community Facilities), (*Participative management, Community relations, Community relations), Reviews, Analyzing, Regulations, Attitudes, Organizations, Concepts, Hypotheses, Questionnaires, Models, Management methods, Recommendations

IDENTIFIERS: Community participation, HEWOS

PB-222 324/6 NTIS Prices: PC$18.00/MF$1.45

A Question of Partnership. Institutions of Higher Education as a Resource in the Solution of National Problems

National Association of State Universities and Land Grant Colleges, Washington, D.C.
AUTHOR: Faiman, Robert N., Olivier, Maurice E.
C1424B1 FLD: 5A, 70F* USGRDR7318
Oct 72 68p*
GRANT: NSF-GT-31461
MONITOR: 18

ABSTRACT: A conference report presents in summary form the discussions and deliberations of a study-conference on the full utilization of American higher education in the solution of various national problems. The report examines the current status of academic resource utilization for problem-solving in both the private and public sectors, and in particular, academic services to state and local governments. It recommends possible approaches to developing the mechanisms and institutions that could increase higher education's opportunities for contributing to national problem-solving.

DESCRIPTORS: (*Public administration, Problem solving), (*Universities , *Participative management), Resources, United States, State government, Local government, Services, Utilization, Meetings, Proceedings, Organizing, Reviews, Recommendations

IDENTIFIERS: Management information systems, NSF

PB-222 134/9 NTIS Prices: PC$4.50/MF$1.45

Public Participation in Water and Land Management

Cornell Univ., Ithaca, N.Y. (098 550)
AUTHOR: Thomsen, Arvid Lee
C1403C4 FLD: 5A, 13B, 60I, 86M, 52I USGRDR7318
May 73 210p*
MONITOR: NOAA-73070901
Report on Great Lakes Management Problems Series. Sponsored in part by New York State Sea Grant Program, Albany, and Department of Interior, Washington, D.C.

ABSTRACT: The report identifies some of the social forces in water and land management and suggests how an experimental approach to public participation can increase knowledge about this social dimension. A case study illustrates how a public participation program might be planned and implemented.

DESCRIPTORS: (*Natural resources, *Participative management), (*Regional planning, *Sociometrics), (*International relations, *Lake Ontario), Management methods, Factor analysis, Water resources, Land development, Political objectives, Public relations, Organizing, Constraints, Project planning, Coordination, Recommendations

IDENTIFIERS: Great Lakes region, NOAA

COM-73-11182 NTIS Prices: PC$6.75/MF$1.45

Birmingham Citizen Participation Study-Phase II

Birmingham Regional Planning Commission, Ala.

Final rept.
C1355A1   FLD: 13B   USGRDR7317
Jun 73   33p
PROJECT: HUD-CPA-AL-1013
MONITOR: HUD-CPA-AL-0409-1031-02
See also PB-213 425.

ABSTRACT: The report develops a guide to creating a Citizen's Advisory Committee for the Birmingham Regional Planning Commission. The committee will be composed of private citizen's in the Commission's six county jurisdiction. It should provide an avenue for direct citizen participation in the planning process.

DESCRIPTORS: (*Regional planning, *Alabama), (*Participative management, Regional planning), Local government, Public relations, Community relations, Decision making, Project planning

IDENTIFIERS: *Citizen participation, UPCD

PB-222 050/7   NTIS Prices: PC$3.75/MF$1.45

Contingent Aspects of Effective Management Styles

Rochester Univ N Y Management Research Center (404113)

Technical rept.
AUTHOR: Bass, Bernard M., Valenzi, Enzo R.
C1302F4 FLD: 5A, 70B* USGRDR7317
May 73 45p*
REPT NO: TR-67
CONTRACT: N00014-67-A-0398-0012
PROJECT: NR-170-737
MONITOR: 18
Presented at the Leadership Symposium (2nd), Contingency Approaches to Leadership, Southern Illinois Univ., Carbondale, May 17-18, 1973.

ABSTRACT: An integrated series of surveys and experiments is described and the results are cast within the framework of a systems model for describing parameters of effective managerial style. The model conceives of system inputs as situational variables, within system relations of power and information distribution between boss and subordinate, within system managerial style, and system outputs of work unit effectiveness and subordinate satisfaction. Each of class of system variables was defined and measures of them were developed via factor analysis of a 288 item survey questionnaire completed by 325 managers and subordinates. An experimental paradigm was developed that provided for manipulation of power, information, and managerial style in boss-subordinate dyads. (Modified author abstract)

DESCRIPTORS: (*Management engineering, Scientific research), (*Leadership, *Industrial relations), Operations research, Reviews, Mathematical models, Regression analysis, Interactions, Systems engineering, Dynamics

IDENTIFIERS: *Participative management, *Directive management, N

AD-763 349 NTIS Prices: PC$3.75/MF$1.45

Functional Specialization, Culture, and Preference for Participative Management

Rochester Univ N Y Management Research Center (404113)

Technical rept.
AUTHOR: Cascio, Wayne F.
C1225B2 FLD: 5A, 70B USGRDR7316
30 Apr 73 29p
REPT NO: TR-58
CONTRACT: N00014-67-A-0398-0012
PROJECT: NR-170-737
MONITOR: 18

ABSTRACT: Six hundred twenty-seven managers representing six cultures completed an exercise in which three hypotheses were evaluated: Is participative management universally preferred as a management style. Could earlier work indicating that functional specialization of American managers was a significant predictor of decision-making style be generalized to other cultures. Are different qualities necessary for success as a top manager, middle manager, and first-line foreman by managers from different cultures. (Modified author abstract)

DESCRIPTORS: (*Management engineering, *Decision making), (*Culture, *Industrial relations), Questionnaires, Classification, Sociometrics, Factor analysis, Correlation techniques, Transfer of training

IDENTIFIERS: *Participative management, Cross national research, N

AD-762 563 NTIS Prices: PC$3.00/MF$0.95

Action Now: Partnerships Putting Technology to Work

Pennsylvania Office of Science and Technology, Harrisburg.
C1203L3 FLD: 5A, 70F USGRDR7315
Aug 72 33p
GRANT: NSF-GT-33328
MONITOR: 18
Resolutions of the National Action Conference on Intergovernmental Science and Technology Policy, held in Harrisburg, Pennsylvania on 21-23 June 1972.

ABSTRACT: Several hundred leaders from all levels of government, academic institutions and industry met together at the 1972 Nation Conference on Intergovernmental Science and Technology Policy held in Harrisburg, Pa., for the purpose of identifying actions needed now to formulate national policies for effective use of public and private resources. A report is given of the Action Resolutions of the conference.

DESCRIPTORS: (*Resources, *Public administration), (*Participative management, Resources), Meetings, Cooperation, Government policies, Universities, Industrial management, Recommendations

IDENTIFIERS: *Technology utilization, *Science policy, NSF

PB-221 153/0 NTIS Prices: PC$3.00/MF$0.95

Citizen Participation Report, Marion County 1972-1973

Ohio Dept. of Economic and Community Development, Columbus.
C1201K1   FLD: 13B   USGRDR7315
Jun 73   32p
PROJECT: HUD-Ohio P-299-9
MONITOR: 18
Prepared in cooperation with Marion County Regional Planning Commission.

ABSTRACT: The report contains the activities of the Marion County Regional Planning Commission in relation to citizen involvement on all past, current and future studies. Activities of local citizens, public officials and the planning staff members are detailed on efforts to better inform the general citizenry of government affairs and planning concepts. All income levels and ethnic groups are encouraged to become involved in the decision making process.

DESCRIPTORS: (*Regional planning, *Ohio), (*Participative management, Regional planning), Government policies, Decision making, Concepts, Ethnic groups, Socioeconomic status, Classifications

IDENTIFIERS: *Citizen participation, Marion County(Ohio), UPCD

PB-220 999/7   NTIS Prices: PC$3.75/MF$0.95

Governing Metropolitan Areas. A Critical Review of Council of Governments and the Federal Role

Urban Inst., Washington, D.C.
AUTHOR: Mogulof, Melvin B.
C1195I1 FLD: 13B, 91G, 70F USGRDR7315
Dec 71 139p
REPT NO: UI-107-19
CONTRACT: DOT-H-990
MONITOR: 18
Library of Congress Catalog Card no. 76-186305. International Standard Book no. 87766-021-2.

ABSTRACT: Councils of Government (COGs) have increased rapidly in response to federal requirements that metropolitan areas have clearinghouse and area-wide review functions so local governments may qualify for various grants. Mogulof discusses the inherent weakness of COGs resulting from the voluntary character of the local government memberships. Metropolitan government issues are analyzed with attention to minority political power and central cities' problems. Recommendations to federal, state and local officials, and to the COGs themselves, urge that maximum pressure be placed on COGs to set metropolitan area priorities and thus hasten their evolution toward more genuine governing bodies.

DESCRIPTORS: (*Urban planning, *Participative management), (*Organizations, *Urban development), Reviews, Analyzing, Requirements, Grants, Problem solving, Local government, Reference groups, Recommendations

IDENTIFIERS: *Metropolitan councils of government, Priorities, OUTR

PB-220 905/4 NTIS Prices: PC$3.00/MF$0.95

Parents as Partners in Department Programs for Children and Youth

Department of Health, Education and Welfare, Washington, D.C. Parent Participation Task Force.

Final rept.
AUTHOR: Chilman, C.
C1015G4   FLD: 5K   USGRDR7313
Aug 68   70p
MONITOR: SRS-DI-0029

ABSTRACT: The publication explores the problem of parents who have been excluded from participation in health, education and welfare programs that affect them and their families. The author stresses the need for involvement by parents and family members in public programs which serve children and youth. A parent participation task force was organized for the Department of Health, Education and Welfare which gathered information from innercity programs, minority group parents and local and Federal personnel involved in public service projects. The Task Force made recommendations and suggestions of numerous ways in which low-income parents can be employed in HEW Programs in advisory and policy-making roles. (Author Modified Abstract)

DESCRIPTORS: (*Social welfare, *Participative management), (*Parent child relations, *Projects), Project planning, Organizations, Community relations, Policies, Socioeconomic status, Services

IDENTIFIERS: Parent participation task forces, Disadvantaged groups, SRS

PB-216 984/5   NTIS Prices: PC$5.50/MF$0.95

Citizen Feedback Components and Systems

Massachusetts Inst. of Tech., Cambridge. Operations Research Center.
(270 720)

Final technical rept.
AUTHOR: Little, John D. C., Sheridan, Thomas B., Stevens, Chandler H., Tropp, Peter
C0871D4 FLD: 5D, 70F* USGRDR7312
Jun 72 222p*
REPT NO: TR-76
GRANT: NSF-GT-16
PROJECT: MIT-DSR-73033, MIT-DSR-73162
MONITOR: 18

ABSTRACT: Citizen feedback may be defined as information from citizens directed to societal institutions, especially government, in order to improve their functioning. Service feedback includes inquiries, requests, and complaints; involvement feedback includes opinions, suggestions, and participation. Correspondingly, citizen feedforward is information projected to citizens, who can then provide feedback based on their values and judgments. The project studied citizen feedback components and systems in the context of live problems in Massachusetts. Four main areas were considered.

DESCRIPTORS: (*State government, *Participative management), (*Public administration, *Massachusetts), Management, Problem solving, Law enforcement, Government policies, Opinions, Organizing, Decision making, Education, Computer programming, Communicating, Improvement, Systems analysis

IDENTIFIERS: *Citizen feedback, NSF

PB-219 617/8 NTIS Prices: PC$6.75/MF$0.95

The Participatory Role of Citizen Advisory Groups in New England Water Resources Planning: A Preliminary Study

Massachusetts Univ., Amherst. Water Resources Research Center.

Completion rept.
AUTHOR: Ertel, Madge Olson,
C0725C3 FLD: 13B, 60I, 70F USGRDR7310
Jun 72 23p
REPT NO: Completion -73-1
PROJECT: OWRR-A-051-MASS
MONITOR: OWRR-A-051-MASS(1)

ABSTRACT: Several citizens advisory groups in New England, particularly those related to water resources planning, are surveyed. In addition, the concept of advisory groups is critically discussed and research issues relating to their roles are outlined. Citizen advisory groups fall into three categories and are expected to play an important role in water resources planning, given the increasing public ecological concern and lack of faith in governmental decision-making.

DESCRIPTORS: (*Water resources, *Participative management), (*Public administration, *New England), Surveys, Regional planning, Coordination, Organizations, Sociometrics, Ecology, River basin development

IDENTIFIERS: Citizen participation, Advisory groups, Committees, OWRR

PB-218 712/8 NTIS Prices: PC$3.00/MF$0.95

Chenango County Community Concerns. A Citizen Participation Survey

Chenango County Planning Board, Norwich, N.Y.

Rept. for Sep 71-Jun 72.
C0723J4 FLD: 13B USGRDR7310
Jun 72 47p
REPT NO: CCPB-CP-1-72-HUD-223
PROJECT: HUD-N.Y. P-223
MONITOR: 18

ABSTRACT: As part of a citizen participation effort, in the planning program questionnaires were sent to a Citizen's Committee representing a cross section of community leadership. The questionnaire was to evaluate Chenango County needs and concerns. The questionnaire was divided into three sections. The report describes the results of the questionnaire, which covered areas of concern and areas of community need. (Author Modified Abstract)

DESCRIPTORS: (*Regional planning, *New York), (*Participative management, Regional planning), Surveys, Communications management, Community development

IDENTIFIERS: *Chenango County(New York), Citizen participation surveys , UPCD

PB-218 330/9 NTIS Prices: PC$4.50/MF$0.95

The Impact of Institutional and Political Factors on Water Management in the Upper Wabash Basin

Purdue Univ., Lafayette, Ind. Water Resources Research Center.

Technical rept.
AUTHOR: Quinn, M. C.
C0721G1 FLD: 13B, 60I, 91H* USGRDR7310
Jan 73 60p*
REPT NO: TR-35
PROJECT: OWRR-A-014-IND
MONITOR: OWRR-A-014-IND(2)

ABSTRACT: The impact of institutional and political factors on water management in the Upper Wabash Basin is discussed. The need for alternatives in water management and the ability of systems analysis to generate these alternatives are discussed. The physical and economic setting are described. A more extensive discussion of the public and private organizations involved in water management and the policies and programs in effect is included. The factors which tend to limit the use of systems analysis methods are summarized.

DESCRIPTORS: (*Water supply, *Participative management), (*Regional planning, *Indiana), Systems analysis, Substitutes, Requirements, Organizations, Political objectives, Economic factors, Policies, Projects, Constraints

IDENTIFIERS: *Wabash basin, OWRR

PB-217 870/5 NTIS Prices: PC$4.50/MF$0.95

District Analysis: First Year Summary Report

San Antonio City Dept. of Planning, Tex. Community Renewal Program.

Final rept.
C0575H2   FLD: 13B   USGRDR7308
Nov 72   76p
PROJECT: HUD-Tex R-144
MONITOR: 18

ABSTRACT: The report contains a summary of the first-year activities in developing a program of district analysis as a component of the San Antonio CRP. The program will utilize citizen input in each of sixteen inner city districts to analyze needs and priorities in a comprehensive manner and to make planning and project recommendations for the city government. The first section of the report describes the concepts, criteria, methodology, and data used in the identification and ranking of the districts. The second part evaluates several different strategies of citizen participation in planning, as conducted previously in San Antonio and elsewhere. Then the report details a general process for district analysis in the various districts that can be used as a guide in implementing the program, scheduled to take place during the second and third years of the CRP.

DESCRIPTORS: (*Community development, *Participative management), (*Urban planning, *Texas), Project planning, Concepts, Criteria, Methodology, Manuals, Data acquisition, Policies, Objectives, Management planning, Urban renewal

IDENTIFIERS: *San Antonio(Texas), *Housing and development research, Citizen participation, District analysis

PB-215 267/6   NTIS Prices: PC$6.00/MF$0.95

Participative Management, Member Intelligence, and Group Performance

Washington Univ Seattle Dept of Psychology (387783)

Technical rept.
AUTHOR: Blades, Jon W., Fiedler, Fred E.
C0542K3 FLD: 5J, 92B USGRDR7308
Jan 73 22p
REPT NO: TR-73-40
CONTRACT: N00014-67-A-0103-0012, N00014-67-A-0103-0013
PROJECT: NR-177-472, NR-177-473
MONITOR: 18

ABSTRACT: Data from three separate field studies showed that the contribution of member intelligence to group performance depends to a substantial degree on the personality of the leader. Studies of 51 mess halls, 86 volunteer public health teams, and 27 combat engineer squads supported the hypotheses that only relationship-motivated (high LPC) leaders utilized the intellectual resources of their members, presumably because of their tendency to share decision-making functions with members of their group. (Author)

DESCRIPTORS: (*Group dynamics, Intelligence tests), (*Personality, *Leadership), Decision making, Motivation

IDENTIFIERS: *Participative management

AD-756 657 NTIS Prices: PC$3.00/MF$0.95

Volunteers in Law Enforcement Programs. Staff Study

Law Enforcement Assistance Administration, Washington, D.C.
C0481H3   FLD: 5K, 91C, 92C   USGRDR7307
13 Oct 72   70p
MONITOR: 18

ABSTRACT: A review is made of citizen participation projects which donated manpower to police, court, corrections, and probation activities. Forty-two LEAA community involvement programs to cities and states are identified and volunteer recruitment and training procedures are reported.

DESCRIPTORS: (*Law enforcement, *Participative management), (*Community relations, Law enforcement), Police, Criminology, Drugs, Juvenile delinquency, Family relations, Rehabilitation, Counseling, Objectives, Public relations

IDENTIFIERS: *Volunteer service, *Citizen participation, Probation programs, Courts of law

PB-214 529/0   NTIS Prices: PC$3.00/MF$0.95

A New Role for Planners: Working with Community Residents in Formulating Plans for Street Patterns--Before Decision Making

California Univ., Los Angeles. (072 250)

Final rept.
AUTHOR: Grigsby, J. Eugene III, Campbell, Bonham
C0421C2 FLD: 13B, 5A, 91B USGRDR7306
Feb 72 37p*
CONTRACT: DOT-UT-425
PROJECT: UMTA-CA-11-0009
MONITOR: UMTA-CA-11-0009-72-3

ABSTRACT: The research investigated the role of citizen participation in urban transportation decision-making. Two independent methods were designed and tested for determining community preferences for neighborhood street patterns in the Pico-Union area of Los Angeles, California. These methods included: (1) a home-interview approach, and (2) a photo-comparison method which enabled residents to compare photographic simulations of many possible re-designs of a typical local street. The authors conclude that methods can be developed for obtaining information useful in urban planning at the neighborhood level by involving residents in an iterative learning and decision process. Complete data and survey findings are given. (Author)

DESCRIPTORS: (*Urban planning, *California), (*Streets, Patterns), (*Community relations, *Participative management), Public relations, Interviews, Neighborhoods, Urban areas, Transportation, Photographs, Comparison, Surveys

IDENTIFIERS: Street patterns, Citizen participation, *Los Angeles(California)

PB-214 396/4 NTIS Prices: PC$3.75/MF$0.95

Citizen Participation in Denver. Volume IV

Denver Urban Observatory, Colo.

Final rept.
C0421A4 FLD: 13B, 91G USGRDR7306
Jul 72 83p
REPT NO: UO-LCCM-DEN-72-001-3
CONTRACT: HUD-H-987
MONITOR: 18
See also Volume 3, PB-208 341.

ABSTRACT: The report is an attempt to determine the citizen decision-making influence exerted in the systems of housing, employment, transportation, and economic development in Denver. It includes an identification of what public and private agencies are doing in each field as a basis for the analysis of citizen influence. The methodology for achieving these objectives included reviews of published data, field surveys, and interviews with agency representatives and citizen representatives affected.

DESCRIPTORS: (*Public administration, *Participative management), (*Urban planning, *Colorado), Local government, Decision making, Residential buildings, Employment, Transportation, Economic development, Organizations, Reviews, Surveys, Interviews, Statistical data, Recommendations

IDENTIFIERS: *Citizen participation, *Denver(Colorado)

PB-214 388/1 NTIS Prices: PC$3.00/MF$0.95

The Influence of Management Style on Individual Self-Actualization

Naval Missile Center Point Mugu Calif (250200)

Technical publication
AUTHOR: Eberspacher, W. A.
C0381C1 FLD: 5A, 70B USGRDR7306
26 Jan 73 146p
REPT NO: NMC-TP-72-91
MONITOR: 18

ABSTRACT: Participative management style was studied to determine its influence on the level of self-actualization achieved by individuals in organizations. Eighteen groups, comprising a sample size of 140 people, were surveyed and analyzed. The Likert profile or organizational characteristics revealed that only one group could be classified as participative, the study sample appearing more like a normal adult group than a self-actualized group. The study did reveal, however, strong correlations between college training, years in the organization, GS-rate, and several of the factors making up the self-actualization score. (Author)

DESCRIPTORS: (*Management engineering, Organizations), (*Operations research, *Group dynamics), Performance(Human), Behavior, Motivation, Statistical processes, Data processing systems, Social communication, Analysis of variance

IDENTIFIERS: *Participative management, Management style

AD-754 794 NTIS Prices: PC$3.00/MF$0.95

Institutions for Urban-Metropolitan Water Management: Essays in Social Theory

Colorado State Univ., Fort Collins. Environmental Resources Center.
AUTHOR: Wengert, Norman, Knop, Ed, Warner, W. Keith, Mowitz, Robert J. , Kaynor, Edward R.
CO283C2 FLD: 13B, 5A, 60I, 52I, 91C USGRDR7304
Nov 72 97p*
REPT NO: Completion-39
CONTRACT: DI-14-31-0001-3183
PROJECT: OWRR-W-122-COLO
MONITOR: OWRR-W-122-COLO(3)

ABSTRACT: The volume of essays is a part of a state-of-the-art review and literature survey on the topic of urban water management. Since the literature on the subject appeared somewhat contradictory, it seemed that a set of essays written by scholars from different disciplines would contribute useful insights for structuring the subject.

DESCRIPTORS: (*Water supply, *Urban development), (*Organizations, *Management methods), Sociometrics, Participative management, Public administration, Education, Legislation, Econometrics, Public opinion, Organizing, Behavior, Decision making, Constraints, Political systems, Local government, Project planning

IDENTIFIERS: *Municipal water management, Social theory

PB-213 829/8 NTIS Prices: PC$3.00/MF$0.95

The Transportation Planning Laboratory

Applied Decision Systems, Inc., Wellesley Hills, Mass.

Final rept.
C0275D3   FLD: 13F, 85B, 91B   USGRDR7304
Mar 72   101p*
CONTRACT: DOT-OS-00053
MONITOR: 18

ABSTRACT: The subject Laboratory is a model which permits citizens, planners, technicians, businessmen, politicians, and decision makers to learn: how various interest groups assess and interpret the impact of transportation systems upon the economics, environment, and quality-of-life in urban communities and metropolitan areas; what kind of planning process is needed to assure that the natural conflict that arises over construction of transportation facilities satisfactorily is managed; what resources, in the forms of information, data, and personal expertise are available in the community to help solve serious planning problems; and how these resources can be shared and applied most effectively by a group of people with diverse backgrounds, interests, and power.

DESCRIPTORS: (*Transportation models, *Urban planning), (*Participative management, *Urban transportation), Public relations, Problem solving, Mass transportation, Methodology, Project planning, Manuals, Effectiveness, Simulation, Computer programming

IDENTIFIERS: *Transportation planning laboratory

PB-213 688/8   NTIS Prices: PC$3.00/MF$0.95

Beyond the Ballot: Organized Citizen Participation in Metropolitan Nashville

Urban Observatory of Metropolitan Nashville-Univ. Centers, Tenn.

Final rept.
AUTHOR: Zuzak, Charles A., McNeil, Kenneth E., Bergerson, Frederick
C0212J3 FLD: 13B USGRDR7303
Dec 71 318p
REPT NO: UO-LCCM-NASH-71-002
CONTRACT: HUD-H-987
MONITOR: 18
Prepared in cooperation with Tennessee Univ., Nashville. Bureau of Public Administration.

ABSTRACT: A 13-month study is reported of nine citizen organizations' roles in urban policy making in Metropolitan Nashville. A serious problem is discussed with regard to local government's difficulty in effecting compromises among conflicting citizen groups. Public faith in government, it is concluded, may be restored by helping citizens understand the complexities and interrelationships of urban problems and by developing trust structures to be mediating agencies between citizens, politicians, and bureaucrats. Developing sophisticated public leadership precedes effective mass participation in local government.

DESCRIPTORS: (*Local government, *Participative management), (*Urban planning, *Tennessee), Ordinances, Attitudes, Zoning, Models, Airports , Organizations, Public administration, Decision making, Surveys

IDENTIFIERS: *Citizen participation, *Knoxville(Tennessee)

PB-213 618/2 NTIS Prices: PC$6.00/MF$0.95

A Study of Consumer Participation in the Administrative Processes in Various Levels of HSMHA's (Health Services and Mental Health Administration's) Service Projects

Community Change, Inc., Sausalito, Calif.

Final rept.
C0203B2 FLD: 6E, 95G, 91F USGRDR73C3
20 Jun 72 89p
CONTRACT: HSM-110-71-135
MONITOR: HSMHA-71-2

ABSTRACT: A study has revealed that two of the eight HSMHA service programs have published regulations which establish consumer participation standards. Administrators interviewed believe that making participation a HSMHA priority will be effective in increasing consumer participation. A substantial majority of the administrative respondents list training as a very effective method for increasing consumer participation.

DESCRIPTORS: (*Social welfare, *Services), (*Project planning, *Participative management), Public relations, Surveys, Questionnaires, Interviews, Regional planning, Specialized training, Policies, Attitudes, Recommendations, American Indian, Children, Pregnancy

IDENTIFIERS: *Consumer participation, Health services, Mental health care, Migrants

PB-213 281/9 NTIS Prices: PC$3.00/MF$0.95

Birmingham Citizen Participation Plan Study. Phase I

Birmingham Regional Planning Commission, Ala.

Final rept.
C0132B2 FLD: 13B USGRDR7302
Jun 72 64p
REPT NO: ALA-BRP-XX07-1009-01
PROJECT: HUD-CPA-AL, P-1009
MONITOR: 18

ABSTRACT: The report examines contemporary theories of citizen partipation in government and, in particular, planning to provide a basis for understanding the importance of providing avenues for citizen input and evaluation into the planning process of the Birmingham Regional Planning Commission. It also examines the current Commission organization and recommends five changes which would allow for input from an informed citizenry. (Author)

DESCRIPTORS: (*Regional planning, *Alabama), (*Participative management, Regional planning), Local government, Public relations, Community relations, Decision making, Project planning

IDENTIFIERS: *Citizen participation

PB-213 425/3 NTIS Prices: PC$5.25/MF$0.95

Citizen Participation: Issues and Groups, Milwaukee, Wisconsin, 1969

Milwaukee Urban Observatory, Wis.

Final rept.
AUTHOR: Palay, Miriam G.
C0121K2   FLD: 13B, 5A, 91G   USGRDR7302
1972   154p
REPT NO: UO-LCCM-MIL-72-004
CONTRACT: HUD-H-987
MONITOR: 18

ABSTRACT: Relationships between selected variables and perceptions of group representatives about impact of organizational activity are analyzed. Opinions of a number of local officials about citizen group participation are described as well. A related paper, 'Group Activity and Public Policy: A Model of Impact Effectiveness', by Charles F. Cnudde and Peter K. Eisinger, is included in the appendix. (Author)

DESCRIPTORS: (*Wisconsin, Urban planning), (*Urban planning, *Participative management), Local government, Decision making, Policies, Organizations

IDENTIFIERS: *Citizen participation, Citizen groups, *Milwaukee(Wisconsin)

PB-213 107/6   NTIS Prices: PC$3.00/MF$0.95

Promotion of the Development and Use of the Subsystem Concept of Building Construction

National Research Council, Washington, D.C. Building Research Advisory Board. (066 600)

Federal Construction Council technical rept.
C0061K2 FLD: 13M, 5A, 89F, 60H USGRDR7301
Jun 72 108p
REPT NO: BRAB-FCC-TR-62
MONITOR: 18
Library of Congress Catalog Card No. 72-84109. International Standard Book No. 0-309-02039-5.
Paper copy available from National Academy of Sciences, Printing and Publishing Office, 2101 Constitution Ave., Washington, D.C. 20418. $3.50.

ABSTRACT: The report on the first of a two-phase project presents the results of an in-depth investigation into the desirability, feasibility, and means of implementing the concept of using dimensionally and functionally precoordinated subsystems as the basic building blocks in construction. Indicating that building with subsystems is the most promising alternative to the traditional process, the study proposes a program for stimulating the development, marketing, and widespread use of a broad range of precoordinated subsystems while minimizing legal and institutional constraints on their use. (Author)

DESCRIPTORS: (*Construction industry, *Construction management), (*Residential buildings, *Prefabrication), Management analysis, Management planning, Management methods, Contractors, Contract administration, Labor unions, Labor relations, Administrative support, Industrial management, Participative management, Recommendations

IDENTIFIERS: *Industrialized building

PB-212 852/8 NTIS Prices: MF$0.95

Citizen Participation in Denver. Volume II

Denver Urban Observatory, Colo.

Final rept.
AUTHOR: Crowe, M. Jay, Smith, T. Michael
A549414 FLD: 13B, 53G, 91G USGRDR7224
Feb 72 69p
REPT NO: UO-LCCM-DEN-72-001-2
CONTRACT: HUD-H-987
MONITOR: 18
See also PB-206 995.

ABSTRACT: A detailed case study is reported of citizen participation efforts of volunteer target area resident groups in planned community change. The planning of a higher education center in downtown Denver was the focal point of the eighteen-month study. While a survey of the literature concerning citizen participation and an analysis of the plans for the Auraria Higher Education Center are presented, the main emphasis is on the ebb and flow of resident involvement in the decision-making process. Conclusions from this study provide implications for citizen participation, as a basic concept, in the potential emergence of a participatory decision-making structure. (Author)

DESCRIPTORS: (*Participative management, Urban areas), (*Colorado, Urban planning), Decision making, Education, Communities

IDENTIFIERS: *Citizen participation, Denver(Colorado)

PB-212 557 NTIS Prices: PC$3.00/MF$0.95

The Development Plan for Milam Township, Macon County, Illinois

Macon County Regional Plan Commission, Decatur, Ill.

Final rept.
A5494B4 FLD: 13B, 53G, 91G USGRDR7224
Jun 72 74p
REPT NO: MCRPC-72-19
PROJECT: HUD-Ill P-1-291
MONITOR: 18

ABSTRACT: A development plan based largely on growth agreements between various governmental agencies within the township suggests ordinances to enable the plan to be effectuated. The primary reason for planning on the township level is to increase citizen involvement in the planning process.

DESCRIPTORS: (*Urban planning, *Illinois), (*Participative management, Urban planning), Land use, Residential buildings, Transportation, Industries, Public utilities

IDENTIFIERS: *Milam Township(Illinois), *Macon County(Illinois)

PB-212 527 NTIS Prices: PC$5.75/MF$0.95

Community Participation in Highway Planning

Citizens' Advisory Committee on Transporation Quality. Washington, D.C.
A5393F2 FLD: 13B, 5A, 60F, 53E USGRDR7223
Oct 72 65p*
MONITOR: 18

ABSTRACT: A lay advisory committee spent two years studying problems of citizen and community participation in relation to highway planning. The resulting report seeks to answer nine questions which center around practical issues and difficulties. The report's focus is project planning rather than long range metropolitan planning, though the positions taken can be universally applied.

DESCRIPTORS: (*Highways, Regional planning), (*Regional planning, *Participative management), Public relations, Organizations, Cooperation, Economic factors, Policies, Highway transportation, Attitudes, Recommendations, Social psychology

IDENTIFIERS: Citizen participation

PB-212 202 NTIS Prices: PC$3.00/MF$0.95

Citizen Participation. A Program for Lee County, Alabama

Lee County Council of Governments, Auburn, Ala.

Final rept.
AUTHOR: Burchfield, Ron A., Foster, Herbert W.
A5154D1 FLD: 13B, 53E, 91K USGRDR7220
Jun 72 26
REPT NO: ALA-LCCOG-P-1009-3
PROJECT: HUD-ALA P-1009
MONITOR: 18

ABSTRACT: The report records a program to implement the Alabama community development system in Lee County. The report is intended to shed some light on the problems likely to be encountered when trying to involve citizens in the planning process. The first part of the report is meant to familiarize the reader with Lee County. The main section is a detailed account of the attempts to form a citizens advisory committee. The third section contains problems encountered and conclusions.

DESCRIPTORS: (*Community development, *Participative management), (*Regional planning, *Alabama), Project planning, Reviews, Organizations, Problem solving, Effectiveness

IDENTIFIERS: Citizen participation, *Lee County(Alabama)

PB-211 571 NTIS Prices: PC$3.50/MF$0.95

Opportunities for Volunteer Service in the City and County Government
Case Study: San Diego

Urban Observatory of San Diego, Calif.

Final rept.
AUTHOR: Rosenblatt, Adylin, Siembieda, William
A4974G3 FLD: 5D, 56F, 91F USGRDR7218
Jun 72 87p
REPT NO: UO-LCCM-SD-72-001
CONTRACT: HUD-H-987
Prepared in cooperation with California Univ., San Diego.

ABSTRACT: The project has analyzed the role of the volunteer in local city and county government. The investigation included volunteer roles in public and private sector organizations. The report describes how over 5,000 volunteers were being utilized locally. Findings indicated areas of recruitment concern to be the extent of volunteering requirements, demographics, and future tasks to be accomplished. The study recommends the establishment of a skills bank.

DESCRIPTORS: (*Local government, *Participative management), (*Public administration, *California), Manpower utilization, Demography, Opinions, Attitudes, Recommendations, Effectiveness

IDENTIFIERS: San Diego(California), County government, Volunteer services

PB-211 007 NTIS Prices: PC$3.00/MF$0.95

Citizen-Participation and Interagency Relations: Issues and Program Implications for Community Mental Health Centers

Tufts Univ., Boston, Mass. School of Medicine.

Final rept.
AUTHOR: Holton, Wilfred E., New, Peter Kong-ming, Hessler, Richard M.
A4662K1 FLD: 5K, 56M USGRDR7215
Dec 71 192p
CONTRACT: HSM-42-70-99
MONITOR: MH-PPE-70-5

ABSTRACT: The purpose of the study was to explore issues related to citizen participation and interagency relations in community mental health centers in poverty areas, and to make reccmmendations for improved methods for utilizing community input. Six patterns of citizen participation are clarified. The contractors stress (1) the desirability of moving toward responsible involvement of consumer representatives in planning, control, and administration, (2) a central focus of control and administration incorporating consumer representation, (3) utilization of new-careers persons in responsible staff roles, and (4) recognition of the need for alternative solutions to the problems of citizen participation and interagency relations by professional and lay persons.

DESCRIPTORS: (*Mental hygiene, Centers), (*Communities, *Participative management), Socioeconomic status, Urban areas, Methodology, Objectives, Management engineering, Manpower utilization, Factor analysis, Rural areas

IDENTIFIERS: *Citizen participation, Disadvantaged groups, *Community mental health centers

PB-210 093 NTIS Prices: PC$3.00/MF$0.95

Macro Transportation Impact Model Study. Book Two Appendices: B. Review of Existing Models. C. Gravity Model Theory. D. Data Sources

Louisiana Regional Planning Commission, Jefferson, Orleans, St. Bernard Parishes, New Orleans.

Consultants rept. Jan-Oct 70.
A4452D4 FLD: 13B, 53F USGRDR7213
Oct 70 68p
CONTRACT: DOT-OS-00008
MONITOR: DOT-OS-00008-7
Prepared in cooperation with RTKL Inc., Baltimore, Md., Peat, Marwick, Mitchell and Co., New Orleans, La. See also Book 2, Appendix A, PB-209 579.

ABSTRACT: The report is made up of three different appendices: A review of existing transportation impact models, a study of the gravity model theory, and a listing of data sources.

DESCRIPTORS: (*Transportation planning, *Participative management), (*Regional planning, *Louisiana), Mathematical models, Reviews, Theory, Data acquisition, Evaluation, Classifications, Computer programming, Statistical distributions

IDENTIFIERS: *New Orleans(Louisiana), Orleans Parish(Louisiana), Jefferson Parish(Louisiana), Saint Bernard Parish(Louisiana), Gravity models, Trip generation

PB-209 580 NTIS Prices: PC$3.00/MF$0.95

Macro Transportation Impact Model Study. Book Two Appendix: A. User's Manual

Louisiana Regional Planning Commission, Jefferson, Orleans, St. Bernard Parishes, New Orleans.

Consultants rept. Jan-Oct 70.
A4452D3 FLD: 13B, 53F USGRDR7213
Oct 70 126p
CONTRACT: DOT-OS-00008
MONITOR: DOT-OS-00008-6
Prepared in cooperation with RTKL Inc., Baltimore, Md. and Peat, Marwick, Mitchell and Co., New Orleans, La. See also Book 1, Appendix A, PB-209 577 and Book 2, Appendices B, C, D, PB-209 580.

ABSTRACT: The MACRO-IMPACT 1 model was developed to provide a quick, efficient, and inexpensive tool useful in evaluating the transportation impacts of alternative public improvements at a regional or sketch planning level. The model builds upon the proved transportation planning techniques of trip generation, distribution, and assignment, but has been tailored specifically for regional analysis...The central elements of the Macro-Impact 1 model are a trip distribution program based on the familiar gravity model, and a network assignment program using Moore's algorithm for constructing minimum time path trees. The model also contains a set of general-purpose trip table manipulation programs and two programs specifically designed for the New Orleans area for trip end estimation and travel forecasting.

DESCRIPTORS: (*Transportation planning, *Participative management), (*Regional planning, *Louisiana), Mathematical models, Manuals, Trees(Mathematics), Algorithms, Computer programs, Traffic

IDENTIFIERS: *New Orleans(Louisiana), Orleans Parish(Louisiana), Jefferson Parish(Louisiana), Saint Bernard Parish(Louisiana), Trip generation, Gravity models

PB-209 579 NTIS Prices: PC$3.00/MF$0.95

Macro Transportation Impact Model Study. Book One Appendix: B

Louisiana Regional Planning Commission, Jefferson, Orleans, St. Bernard Parishes, New Orleans.

Consultant rept. Jan-Oct 70.
A4452D2 FLD: 13B, 53F USGRDR7213
Oct 70 180p
CONTRACT: DOT-OS-00008
MONITOR: DOT-OS-00008-5
Prepared in cooperation with RTKL Inc., Baltimore, Md. and Peat, Marwick, Mitchell and Co., New Orleans, La. See also Book 1, Appendix, PB-209 577.

ABSTRACT: The report is divided into three parts: (1) Summation of back-ground data, giving the most pertinent facts on growth and development of the New Orleans region. (2) Interviews with selected community leaders on identified regional issues. (3) Selected memoranda pertaining to the workshop program, including guidelines for a bridge location and an outline of RTKL presentation of the macro model study at the Office of the Asst. Secretary of the Department of Transportation., Washington, D.C.

DESCRIPTORS: (*Transportation planning, *Participative management), (*Regional planning, *Louisiana), Mathematical models, Community relations, Interviews, Surveys, Bridges(Structures), Criteria, Recommendations, Meetings

IDENTIFIERS: *New Orleans(Louisiana), Orleans Parish(Louisiana), Jefferson Parish(Louisiana), Saint Bernard Parish(Louisiana), Workshops

PB-209 578 NTIS Prices: PC$3.00/MF$0.95

Macro Transportation Impact Model Study. Book One Appendix: A

Louisiana Regional Planning Commission, Jefferson, Orleans, St. Bernard Parishes, New Orleans.

Consultants rept. Jan-Oct 70
A4452D1 FLD: 13B, 53F USGRDR7213
Oct 70 211p
CONTRACT: DOT-OS-00008
MONITOR: DOT-OS-00008-4
Prepared in cooperation with RTKL Inc., Baltimore, Md. and Peat, Marwick, Mitchell and Co., New Orleans, La. See also Book 1, PB-199 977, and Book 1, Appendix B, PB-209 578.

ABSTRACT: The document contains a synopis of the macro model study, a review of work network program tasks for the macro model study, and agendas for five regional planning forum workshops.

DESCRIPTORS: (*Transportation planning, *Participative management), (*Regional planning, *Louisiana), Mathematical models, Community relations, Systems analysis, Streets, Traffic engineering, Urban areas, Game theory, Meetings, Factor analysis, Computer programming, Federal budgets

IDENTIFIERS: *New Orleans(Louisiana), Workshops, Orleans Parish(Louisiana), Jefferson Parish(Louisiana), Saint Bernard Parish(Louisiana)

PB-209 577 NTIS Prices: PC$3.00/MF$0.95

Overall Program Design and Intergovernmental Study and a Citizens Participation Study for Pike County Miss. Council of Governments

Ware, Lewis and Eaton, Jackson, Miss.

Final rept.
A4451F4   FLD: 13B, 53E   USGRDR7213
1972   150p
REPT NO: WLE-PC-72-01
PROJECT: HUD-CPA-MS-04-00-0095
Prepared in cooperation with Pke County Council of Governments, Miss. and Mississippi Research and Development Center, Jackson. Community and Area Development Div.

ABSTRACT: Work elements included in this study are: Inventory, data collection and analysis; the Council of Governments services available to the community, fundamental purposes and principles of the Council; development of a comprehensive planning and citizens' participation/cooperation work program; Council staffing and administration; and the Council's financial needs and proposed budget. Facilities are inventoried and analyzed.

DESCRIPTORS: (*Local government, *Participative management), (*Regional planning, *Mississippi), Data acquisition, Data processing, Management planning, Cooperation, Personnel, Budgets, Facilities, Regulations

PB-209 485   NTIS Prices: PC$9.50/MF$0.95

State and Local Capability to Share Financial Responsibility of Water Development with the Federal Government

Water Resources Council, Washington, D.C.

Final rept.
A4442G2 FLD: 8H, 5A, 60I USGRDR7213
1971 189p
REPT NO: US-WRC-0049

ABSTRACT: The purpose of the study is to determine general state and local capability to raise finances, enter into repayment contracts, provide services or in other ways share cost of water development with the Federal government.

DESCRIPTORS: (*Water resources, *Participative management), Management planning, Financing, Contract administration, Water services, Cost engineering, Project planning, National government, State government, Local government, California, Louisiana, Flood control, Drainage

IDENTIFIERS: Planning programming budgeting, *Water development, Cost sharing

PB-209 143 NTIS Prices: PC$3.00/MF$0.95

Citizen Participation in Denver. Volume III

Denver Urban Observatory, Colo.

Final rept.
AUTHOR: Winter, William, Adams, James
A4231C4 FLD: 13B, 53G USGRDR7211
Feb 72 123p
REPT NO: UO-NLCUSCM-DEN-72-001
CONTRACT: HUD-H-987
See also Volume 1, PB-206 995.

ABSTRACT: Citizen groups in Denver are reported on 1965. In general, minority groups do not appear to match the organizational skills of the middle-class white, nor do they have the money, the leisure, or the self-confidence that are necessary for success in urban politics. It should not be surprising, therefore, that the majority of the 98 citizen groups identified were found in white, middle-class neighborhoods. Nevertheless, the minorities' apparent willingness to organize indicates a growing capacity to expand their participation in Denver politics.

DESCRIPTORS: (*Participative management, Urban areas), (*Local government, Colorado), Public administration, Interest groups, Economic factors, Sociopsychological surveys, Ethnic groups, Effectiveness

IDENTIFIERS: *Citizen participation, Denver(Colorado), Minority groups , Municipal politics

PB-208 341 NTIS Prices: PC$3.00/MF$0.95

Organized Citizen Participation in Urban Areas

Atlanta Urban Observatory, Ga.

Final rept.
AUTHOR: Hutcheson, John D. Jr, Steggert, Frank X.
A4025I3 FLD: 13B, 5A, 53G USGRDR7209
1971 209p*
CONTRACT: HUD-H-987
Library of Congress Catalog Card no. 79-137647. Prepared in cooperation with Emory Univ., Atlanta, Ga. Center for Research in Social Change.

ABSTRACT: An in-depth study is reported of two kinds of citizen groups in Atlanta, Georgia: those mandated by federal statute, and voluntary, self-initiated groups that have government as a target. Using David Easton's systems model as a conceptual framework, the study analyzes the OEO and model cities programs in Atlanta, and a neighborhood stabilization organization, a tenants' association, and a coalition concerned with the 'hippie movement'. The report suggests six variables for understanding group behavior and success, and includes a discussion of future research directions.

DESCRIPTORS: (*Urban planning, *Georgia), (*Community development, Participative management), Reviews, Local government, Decision making, Organizations, Education, Social welfare, Mass transportation, Residential buildings, Ethnic groups, Group dynamics, Recreational facilities, Public health, Safety

IDENTIFIERS: Citizen participation, Community action program

PB-207 515 NTIS Prices: PC$6.75/MF$0.95

Client Participation in Service Organizations

Cleveland Urban Observatory, Ohio.

Final rept.
AUTHOR: Steinbacher, Roberta, Solomon, Phyllis
A3903K2   FLD: 13B, 5A, 53G   USGRDR7208
Sep 71   189p
CONTRACT: HUD-H-987
Prepared in cooperation with the Cleveland State Univ., Ohio. Institute of Urban Studies.

ABSTRACT: The project examines the characteristics of community residents participating in community groups and determines the effectiveness of these organizations in relating to community needs. The researchers conducted interviews with community residents and community group members and leaders in the Mt. Pleasant area of Cleveland. Four organizations were studied in depth.

DESCRIPTORS: (*Community development, *Participative management), (*Urban planning, *Ohio), Organizations, Sociolopsychological surveys, Objectives, Public opinion, Financing, Effectiveness

IDENTIFIERS: *Cleveland(Ohio), Citizen participation

PB-207 042   NTIS Prices: PC$3.00/MF$0.95

Citizen Participation in the City and County of Denver, Colorado

Denver Urban Observatory, Colo.

Research rept.
A3902K4   FLD: 13B, 53G   USGRDR7208
Jun 71   271p
GRANT: HUD-H-987

ABSTRACT: The volume is concerned with the analysis of resident participation in the Model Cities Program in Denver, Colorado, from 1968 to 1970. It is based to a large extent upon the experiences and observations of one of the authors during the twenty-eight month period he worked with the various organizations and individuals responsible for involving the poor in the planning and administration of Denver's Model Cities effort. (Author)

DESCRIPTORS: (*Participative management, Urban areas), (*Colorado, Urban areas), Organizations, Urban planning

IDENTIFIERS: *Citizen participation, Denver(Colorado), Model cities programs

PB-206 995   NTIS Prices: PC$3.00/MF$0.95

Citizen Participation Groups: A Report to the National Urban Observatory

Kansas City Urban Observatory, Kans.

Final rept.
A3902K3 FLD: 13B, 53G USGRDR7208
Aug 71 140p
GRANT: HUD-H-987

ABSTRACT: Nine categories of variation among citizen participation groups are considered under three headings: the group, the group's target system, and the group's program and activities. Findings are based on a sample of citizen participation groups in Kansas City, Kansas whose primary target instrumentality is the executive agencies of the government. The most significant pattern, relating to success vs. failure outcomes of group activities, is the relationship among the location of groups, the income level, and the educational level of group members. Success was also evaluated by use of 4 case studies in which the findings focus on the crucial roles of core membership and leadership. (Author)

DESCRIPTORS: (*Participative management, Urban areas), (*Organizations, *Urban areas), Research management, Kansas, Government policies

IDENTIFIERS: *Citizen participation, Kansas City(Kansas)

PB-206 994 NTIS Prices: PC$3.00/MF$0.95

Citizen Participation in Planning

Jacksonville Area Planning Board, Fla.
A3893I2   FLD: 13B, 53G   USGRDR7208
Sep 71   74p
REPT NO: CP-2-9.71
PROJECT: HUD-Fla P-136

ABSTRACT: The attitudes and opinions of a Jacksonville, Florida, citizen participation control group are evaluated and documented with the intention of promoting communications between planning agencies and the community.

DESCRIPTORS: (*Urban planning, *Florida), (*Participative management, *Attitudes), Sociopsychological surveys, Evaluation, Methodology, Problem solving, Ethnic groups, Projects

IDENTIFIERS: Jacksonville(Florida)

PB-206 652   NTIS Prices: PC$3.00/MF$0.95

Development and Evaluation of Citizen Participation Techniques for Inland Lake and Shoreland Management

Huron River Watershed Council, Ann Arbor, Mich.

Final rept.
AUTHOR: Fulton, Jerome K.
A3803H1 FLD: 5A, 13B, 52I USGRDR7207
Dec 71 251p
CONTRACT: DI-14-31-0001-3174
PROJECT: OWRR-C-1874(3174)
MONITOR: OWRR-C-1874(3174)(3)

ABSTRACT: Each property owner in five inland lake communities was invited to participate in a mailed contact-response program. One part involved 'response forms' from citizens that pertained to their opinions of the seriousness of problems and the importance of the benefits of living in the lake community. Problems ranked high in all communities were algae and aquatic weeds, mosquitoes, boating control, and high property taxes. Tests measuring the factual knowledge of citizens before and after exposure to the materials and methods indicated an increase occurred. (Author)

DESCRIPTORS: (*Lakes, Participative management), (*Natural resources, Management planning), Land use, Benefit plans, Opinions, Community development, Problem solving, Education, Taxes, Culicidae, Recreation, Algae, Pest control, Michigan

IDENTIFIERS: *Shoreland management, *Huron River Watershed

PB-206 689 NTIS Prices: PC$3.00/MF$0.95

Organized Citizen Participation in Boston

Boston Urban Observatory, Mass.
AUTHOR: Rubin, Morton
A3722J3   FLD: 5K, 13B, 56N, 53G   USGRDR7206
Oct 71   241p
REPT NO: BOS-1
CONTRACT: HUD-H-987

ABSTRACT: This report represents contribution to a national research activity undertaken by all cities participating in the urban observatory program during its first year of operation. In accordance with the guidelines on typology used by all urban observatories for this study, organized citizen participation groups were categorized as those mandated by federal statute, those initiated by city government, and voluntary or self-initiated groups with government as their target.

DESCRIPTORS: (*Urban planning, *Participative management), (*Massachusetts, Urban planning), Local government, Organizations, National government, Projects, Community development, Neighborhoods, Residential buildings, Highways, Urban renewal

IDENTIFIERS: *Citizen participation, Boston(Massachusetts), Model cities

PB-206 369   NTIS Prices: PC$6.75/MF$0.95

Citizen Attitudes in Milwaukee. Milwaukee, Wisconsin, Summer, 1970

Milwaukee Urban Observatory, Wis.

Final rept.
A372214 FLD: 5D, 56F USGRDR7206
Sep 71 89p
REPT NO: MILW-1
CONTRACT: HUD-H-987

ABSTRACT: A study of citizen attitudes toward local governmental services and their opinions about local problems in Milwaukee was undertaken in 1970 as part of the Urban Observatory 10-city survey of citizen attitudes. The survey, on a broad range of topics, consisted of 94 questions asked of those who lived within the boundaries of the city of Milwaukee.

DESCRIPTORS: (*Local government, *Participative management), (*Public administration, Wisconsin), Sociopsychological surveys, Attitudes, Public opinion, Questionnaires, Taxes, Service, Law enforcement, Safety, Transportation, Education, Residential buildings

IDENTIFIERS: *Citizen attitudes, Milwaukee(Wisconsin)

PB-206 366 NTIS Prices: PC$4.85/MF$0.95

Sub-State District Systems

Council of State Governments, Lexington, Ky.
A3715J2   FLD: 5D, 56F   USGRDR7206
Sep 71   52p
REPT NO: RM-468

ABSTRACT: The document contains two major parts: A review of the background and rationale for state action in establishing systems of sub-state districts; and a status report of action in each state toward the designation of jurisdictional districts. Part 1 reviews the development of federal areawide planning programs and the need for coordination of multijurisdictional planning. Part 2 provides a brief description of action in each state and includes a citation of the executive order or legislation which formally establishes the system.

DESCRIPTORS: (*Local government, Regional planning), (*Participative management, State government), Public administration, Management engineering, Public relations, Factor analysis, Reviews, Forecasting

IDENTIFIERS: *Substate district systems

PB-206 253   NTIS Prices: PC$3.00/MF$0.95

'Coming Together'. The Intergovernmental Cooperation Act of 1968: A Survey of State Implementation

Council of State Governments, Washington, D.C.
A3715E3 FLD: 13B, 5A, 53E USGRDR7206
Jul 71 93p
REPT NO: RM-471
CONTRACT: DC-PD-26

ABSTRACT: The document reports on a one-year study by the Council of State Governments of federal and state progress toward implementation of the Intergovernmental Cooperation Act of 1968 and three office of Management and Budget (OMB) circulars. Key issues and obstacles to implementation are cited and discussed, and recommendations are advanced. Among the issues examined are: the project notification and review system, direct federal development projects, gubernatorial review of federally required state plans, coordination of multijurisdictional planning, waiver of single state agency requirements, notification of federal grant-in-aid awards, and the role of Federal Regional Councils in the implementation process.

DESCRIPTORS: (*Regional planning, Participative management), (*State government, Regional planning), National government, Local government, Documents, Legislation, Management systems, Projects

IDENTIFIERS: Intergovernmental programs

PB-206 233 NTIS Prices: PC$3.00/MF$0.95

Organized Citizen Participation in Albuquerque

Albuquerque Urban Observatory, N. Mex.

Final rept.
A3641F1   FLD: 5D, 56F   USGRDR7205
31 Dec 70   83p*
REPT NO: ALBU-2
CONTRACT: HUD-H-987

ABSTRACT: The study presents case studies of three major issues in Albuquerque during 1969 involving organized citizen participation in an attempt to determine ways in which citizen groups attempt to influence local government. Ten cities conducted similar studies as a national research effort of the Urban Observatory Program of the National League of Cities through HUD research funds. Cases involved low-income neighborhood-based groups, middle-income environmental action groups, and business-dominated economic development groups. The study, based on interviews with leadership, group members and public officials, discusses the differences in socioeconomic characteristics of groups as factors in influencing government; leadership characteristics; use of resources and the media;/nd differences in responses between elected and staff officials of government. Proposals for strategical innovations by local government are included in a concluding section. (Author)

DESCRIPTORS: (*Local government, *Group dynamics), (*Participative management, *New Mexico), Reviews, Socioeconomic status, Economic development, Leadership, Government policies, Attitudes, Effectiveness

IDENTIFIERS: *Albuquerque(New Mexico), Citizen participation

PB-206 091   NTIS Prices: PC$3.00/MF$0.95

Citizen Participation Project: Summary and Analysis

Dane County Regional Planning Commission, Madison, Wis.

Final rept. Jul 70-Jun 71
AUTHOR: Dean, Lillian, Spencer, June
A3423I4 FLD: 13B, 51E USGRDR7203
31 Jul 71 132p
REPT NO: DCRPC-CP-71-1
PROJECT: HUD-WIS P-135

ABSTRACT: The report is a summary and analysis of a citizen opinion survey undertaken by Dane County regional planning groups with the assistance of community volunteers. Three citizen survey methods are described and evaluated. The opinions of citizens in Dane County on a number of problem areas related to regional planning are also described. Project results indicate that personal interviews are the most effective method for obtaining detailed opinions from a cross-section of citizens, including low-income citizens; and nominal group community meetings are an effective method for learning priority issues and goals of citizen leaders.

DESCRIPTORS: (*Regional planning, *Participative management), (*Wisconsin, Regional planning), Surveys, Opinions, Questionnaires, Problem solving, Project planning, Classifications, Community development

IDENTIFIERS: *Citizen participation, *Dane County(Wisconsin)

PB-204 927 NTIS Prices: PC$3.00/MF$0.95

The Integrated Team Concept of Simulation Model Development

National Bureau of Standards, Washington, D.C. (240 800)
AUTHOR: Karp, Stephen S., Matteson, Thomas T.
A3325K3 FLD: 5A, 70B, 86V USGRDR7202
Jul 71 6p
Sponsored in part by Coast Guard, Washington, D.C.
Pub. in Proceedings Summer Computer Simulation Conference, Boston, Mass., 19-21 Jul 71. No copies furnished by NTIS.

ABSTRACT: The ultimate measure of a simulation model's effectiveness is the extent to which it provides meaningful insight towards the solution of management's problem. An integrated team concept is a successful means of achieving management participation in the model development. This concept involves varying degrees of client (management) participation throughout the entire period of simulation development, with maximum interaction occurring during the conceptualization/modeling and validation/exercise phases. The participants in this integrated development team are personnel from both the client and consultant organizations. The integrated client-consultant approach to model development was used by the National Bureau of Standards and the U. S. Coast Guard to successfully develop an effective simulation model of the Coast Guard Search and Rescue system.

DESCRIPTORS: (*Management engineering, Mathematical models), (*Participative management, Concepts), Simulation, Coast Guard, Search and rescue, Cooperation, Government

IDENTIFIERS: Simulation models, Model development

COM-71-50489 NTIS Prices: Not available NTIS

Abstract of Program Objectives for Target Area A. (1969-71)

Dayton Model Cities Program, Ohio.
A2952A1 FLD: 13B, 5A, 53G USGRDR7121
Aug 71 173p
Sponsored in part by the Department of Housing and Urban Development, Washington, D.C.

ABSTRACT: The publication is one of a series of documents that are part of the effort to assess and evaluate the Dayton Model Cities Program. Involved in this effort is a continual work program that provides analysis and evaluative information to all levels of policy planning, administrative management, operations and the general public so that the objectives of the City Demonstration and Metropolitan Development Act may be met. Outlined in this document are the program-wide objectives and program memorandums which provide brief narrative statements on the specific objectives by planning area, project, and sub-operations, and which identify the operator and the citizens' participation involvement. (Author)

DESCRIPTORS: (*Urban planning, Surveys), (*Municipalities, Project planning), Objectives, Organizations, Participative management, Ethnic groups, Policies, Evaluation, Ohio

IDENTIFIERS: *Model cities, *Dayton(Ohio)

PB-202 109 NTIS Prices: PC$3.00 MF$0.95

Citizen Participation 1970-71

Central Piedmont Regional Council of Local Governments, N.C.
A2702I1   FLD: 5A, 13B, 53E   USGRDR7118
Apr 71   30p
PROJECT: HUD-N.C. P-135

ABSTRACT: The report contains a complete account of the pilot citizen participation project conducted in Gaston County. Included are research techniques employed and their findings, how the CP group was organized and its performance, the monitoring of the group and possibilities for its future expansion throughout the Central Piedmont Region. (Author)

DESCRIPTORS: (*Regional planning, *North Carolina), (*Community development, Participative management), Urbanization, Project planning, Objectives, Organizations, Problem solving, Meetings, Demography, Interviews, Attitudes, Criteria

IDENTIFIERS: *Central Piedmont region, *Gaston County(North Carolina), *Citizen participation

PB-201 423   NTIS Prices: PC$3.00 MF$0.95

Plan Implementation and Citizen Participation Project in Lexington and Fayette County, Kentucky

Lexington and Fayette County Planning Commission, Lexington, Ky.
AUTHOR: Casey, Russell, Qualls, William, Putnam, Michael, Burrell, Donald, Copper, Mike
A2522C4 FLD: 13B, 5A, 53E USGRDR7116
May 71 35p
PROJECT: HUD-Ky. P-83
Prepared in cooperation with City-County Planning Commission, Lexington, Ky.

ABSTRACT: The report describes the past year's public information and citizen participation program. The objectives of this program are to publicize the existing planning elements and planning activities thereby creating a better informed public active in community and neighborhood planning activities. Included is a list of meetings and presentations in which the planning commission staff members participated. (Author)

DESCRIPTORS: (*Regional planning, *Kentucky), (*Participative management, Regional planning), Information systems, Urban areas, Rural areas, Organizations, Meetings, Community development

IDENTIFIERS: Citizen participation, *Lexington(Kentucky), *Fayette County(Kentucky)

PB-200 678 NTIS Prices: PC$3.00 MF$0.95

Experiment in Joint Funding

Puget Sound Governmental Conference, Seattle, Wash.

Planning rept. 1970-1971
AUTHOR: McAbee, Robert R.
A2521E4   FLD: 5A, 53E   USGRDR7116
1971   34p*
PROJECT: HUD-Wash PD-2

ABSTRACT: The document is a case study which covers the Conference's experience and rationale leading to the identification of the need for a unified federal response. The result was an application for 'joint federal funding.' The report traces the historical development of the Conference, inventories the problems associated with conventional federal grant applications, and states the objectives of the joint funding application. The report documents the objectives yet to be realized, as well as those achieved, and describes the net impact upon the Conference's program and administration. (Author)

DESCRIPTORS: (*Regional planning, *Puget Sound), (*Financing, Participative management), Urban areas, Regulations, Organizations, Problem solving, Demography, Economics, Federal budgets, Sanitary engineering, Social welfare, Education, Law enforcement, Transportation, Information systems

IDENTIFIERS: Joint funding

PB-200 638   NTIS Prices: PC$3.00   MF$0.95

A Study and Provision of Technical Assistance Through Simulation for More Effective Citizen Participation in the Model Cities Program. Report on Tasks I and II: Game Development

Abt Associates, Inc., Cambridge, Mass. (400 546)
AUTHOR: Cameron, Allan W.
A2512L2 FLD: 13B, 5A, 53G USGRDR7116
18 Dec 70 91p
CONTRACT: HUD-H-1295

ABSTRACT: The document covers a project to design and test a manual game or set of manual games which would improve citizen understanding of, and participation in, the model cities program. The game structure approximated the decision-making systems of a local model city in consultation with the staff of the Model Cities Administration (MCA), the staff and the neighborhood residents of at least two model cities. (Author)

DESCRIPTORS: (*Urban planning, *Participative management), (*Community development, Game theory), Decision making, Management engineering, Organizations, Government policies, Urban areas, Project planning

IDENTIFIERS: Model cities, Citizen participation, Technical assistance

PB-200 468 NTIS Prices: PC$3.00 MF$0.95

A Study and Provision of Technical Assistance Through Simulation for More Effective Citizen Participation in the Model Cities Program

CONSAD Research Corp., Pittsburgh, Pa.

Final rept.
A2512L1 FLD: 13B, 5A, 53G USGRDR7116
Jan 71 35p
CONTRACT: HUD-H-1341

ABSTRACT: The document reports on the development of a game approximating the decision-making systems of a local model city, and the testing and demonstration of the product in selected cities in cooperation with HUD regions. (Author)

DESCRIPTORS: (*Urban planning, Participative management), (*Participative management, Game theory), Urban development, Management methods, Simulation, Project planning

IDENTIFIERS: Model cities, Citizen participation, Demonstration projects

PB-200 467 NTIS Prices: PC$3.00 MF$0.95

Macro Transportation Impact Model Study. Book 1, Consultants' Report

Louisiana Regional Planning Commission, Jefferson, Orleans, St. Bernard Parishes, New Orleans.

Rept. for Jan-Oct 70.
A2412L3 FLD: 13B, 5A, 53F USGRDR7115
Oct 70 106
CONTRACT: DOT-OS-00008
MONITOR: DOT-OS-00008-2
Prepared in cooperation with RTKL Inc., Baltimore, Md. and Peat, Marwick, Mitchell and Co., New Orleans, La.

ABSTRACT: The report outlines the history of the macro model project in detail, identifying the need for community participation in the transportation planning process, the evolution of the citizen participation organization and the need for the technical capability. Overall discussion of the state of the region and regional planning is included, identifying briefly the social, economic, political, and physical factors as well as historical, topographical, and economic considerations. Contained also in this report are the recommendations and conclusions of the consultants relative to the reorganization of the citizen participation body and a recommended program for future citizen participation activities of the areawide citizen group. (DOT abstract)

DESCRIPTORS: (*Regional planning, *Louisiana), (*Transportation, *Participative management), Mathematical models, Community relations, Socioeconomic status, Economic surveys, Traffic engineering, Organizations, Public relations, Urban areas

IDENTIFIERS: *New Orleans(Louisiana), *Jefferson Parrish(Louisiana), Orleans Parrish(Louisiana), Saint Bernard Parrish(Louisiana)

PB-199 977 NTIS Prices: PC$3.00 MF$0.95

Final Progress Report - 1970

South Central Improvement Action Council, Inc., Los Angeles, Calif.

Final rept. May-Dec 70.
A2312D4 FLD: 5C, 5A, 65F USGRDR7114
1971 18p
PROJECT: EDA-07-6-09210-1
MONITOR: EDA-71-046

ABSTRACT: The report summarizes aid given 361 clients by South Central Improvement Action Council, Inc. (IMPAC), operating as an affiliate of Office of Minority Business Enterprise (OMBE) to provide a 'one stop service' for firms or individuals seeking loans, management assistance and training, information, government grants, and help with special programs expected to make broad and significant impact on business development in the minority community. The latter include development of a village project of housing units and a shopping center; seeking franchise opportunities for minority persons; studying Greater Watts' potential business development and helping to implement the findings; and establishment of a local development corporation. IMPAC's information program includes a library, newsletter, and use of the media. An accounting assistance and training program is also being developed in retailing, manufacturing, contracting, and service rendering. (Author)

DESCRIPTORS: (*Economic development, *Management), (*Ethnic groups, Commerce), Participative management, Financial management, Management training, Project management, Central city, Counseling, Urban development, Technical information centers, Los Angeles

IDENTIFIERS: *Minority business

COM-71-00675 NTIS Prices: PC$3.00 MF$0.95

The Baltimore Tenant Management Demonstration

Organization for Social and Technical Innovation, Inc., Cambridge, Mass.

Final rept.
A1894B4   FLD: 5K, 5A, 53A, 70A   USGRDR7109
Mar 71   188p
CONTRACT: OEO-B99-4872
MONITOR: OEO-LN-875

ABSTRACT: The document investigates the feasibility of creating a tenant management corporation in a Baltimore public housing project. (OEO abstract)

DESCRIPTORS: (*Residential buildings, *Participative management), Corporations, Urban areas, Sociometrics, Management engineering, Recommendations, Maryland

IDENTIFIERS: *Public housing, *Tenant management, *Baltimore(Maryland), Social change

PB-198 011   NTIS Prices: PC$3.00 MF$0.95

Community Planning. A Tool for Decision-Making

Kentucky Program Development Office, Frankfort. Div. of Planning.
A1893E2 FLD: 5A, 53E USGRDR7109
Jul 70 15p
REPT NO: CK-KPDO-70-102
Sponsored in part by Department of Housing and Urban Development, Washington, D.C. See also Appendix, PB-197 972.

ABSTRACT: Changes are taking place. Future growth and the upgrading of existing conditions will require sound decisions and programs. This booklet explains the basics of a good planning program. It outlines, in general terms, what planning is and explains the steps necessary for a community (city and/or county) to get involved in the planning process. (Author)

DESCRIPTORS: (*Regional planning, Hand books), (*Community development, Decision making), Objectives, Project planning, State government, Classifications, Requirements, Information systems, Participative management, Organizing, Urban planning, Kentucky

IDENTIFIERS: State planning, Counties

PB-197 973 NTIS Prices: PC$3.00 MF$0.95

A Description and Evaluation of Advocacy Planning Projects

Kirschner Associates, Inc., Albuquerque, N. Mex. (400 676)

Final rept.
A1892E1 FLD: 13B, 5A, 53G, 70A USGRDR7109
Jan 71 181p
CONTRACT: OEO-B89-4558
MONITOR: OEO-LN-871

ABSTRACT: A study is reported of seven advocacy planning demonstration programs which aimed to improve environmental conditions in low-income neighborhoods through the development of community organizations that could participate in the urban planning process. (Author)

DESCRIPTORS: (*Community development, Urban areas), (*Projects, Management planning), Econometrics, Sociometrics, Effectiveness, Policies, Methodology, Statistical analysis, Classifications, Organizations, Participative management, Legislation, Attitudes

IDENTIFIERS: *Demonstration programs, Low income groups, Harlem(New York), Cambridge(Massachusetts), San Francisco(California), Boston(Massachusetts), Oakland(California), New Orleans(Louisiana), Evaluation

PB-197 924 NTIS Prices: PC$3.00 MF$0.95

New Approaches to Housing Code Administration

National Commission on Urban Problems, Washington, D.C.

Research rept.
AUTHOR: Slavet, Joseph S., Levin, Melvin R.
A1624C3 FLD: 5K, 5A, 53A USGRDR7106
1969 227p
REPT NO: RR-17

ABSTRACT: The authors urge a major shift in emphasis, changing from a police operation of code enforcement to a service operation to assist housing improvement. To accomplish such a shift, present code agencies could be transformed into neighborhood improvement and housing service agencies. These new agencies would provide a full array of housing services--information, counseling, technical advice, inspections, and enforcement. Recipients of these services would be home owners, owners of rental housing, tenants, public agencies such as welfare, planning and urban renewal, and such private interests as lending institutions and realtors. Also th report deals with the citizens' role in maintaining or achieving decent standards of housing. (NCUP abstract)

DESCRIPTORS: (*Residential buildings, Urban planning), (*Building codes, Management), (*Neighborhoods, Improvement), Organizations, Public relations, Participative management, Services, Standards, Models, Policies, Decision making

IDENTIFIERS: *Housing code administration

PB-196 897 NTIS Prices: PC$3.00 MF$0.95

Citizen and Business Participation in Urban Affairs. A Bibliography

Department of Housing and Urban Development, Washington, D.C. Library.
A1624A2 FLD: 5A, 13B, 53G USGRDR7106
Feb 70 89p*
REPT NO: HUD-103-A

ABSTRACT: Citizen participation, particularly in politics, has had a long tradition in this country, but recent events have precipitated a strong desire on the part of many people to participate actively in other areas of civic life. The bibliography has been compiled in response to frequent requests for information on how citizens may effectively involve themselves in urban affairs. Books and periodical articles appearing earlier than the sixties are not included, but both affirmative and negative viewpoints are presented when possible. (HUD abstract)

DESCRIPTORS: (*Community development, Participative management), (*Urban planning, Bibliographies), Urban renewal, Commerce, Residential buildings, Employment, Organizations, Project planning, Ethnic groups

IDENTIFIERS: Citizen participation, Model cities, Civil rights

PB-196 888 NTIS Prices: PC$3.00 MF$0.95

ENVIRONMENT FOR DEVELOPMENT: SOME LEGAL AND ORGANIZATIONAL FACTORS

South Carolina State Planning and Grants Div., Columbia.
6845J3 FLD: 5D, 5A, 903, 918 USGRDR6924
Aug 69 53p
PROJECT: HUD-S.C. P-30
See also, PB-185 730.

ABSTRACT: The materials presented in this document are a collection of internal staff memos prepared by the Staff of the Division dealing with several legal and organizational issues which are relevant to the State's development. Subjects discussed in the series of briefs include State laws regulating local government, State-local relations, sub-State districts status report, state government organization, developmental controls for the coastal areas, and considerations involved in formulating a State land development agency. (Author)

DESCRIPTORS: (*Management planning, *South Carolina), (*Political science, South Carolina), Law, Organizations, Interactions, Advanced planning, Urban planning, Rural areas

IDENTIFIERS: *State planning and development, Land use, Coasts, Regional planning and development, Local government, Participative management

PB-187 209 CFSTI Prices: HC$6.00 MF$0.95

IMPROVING DECISIONMAKING ABOUT PRIORITIES IN STATE GOVERNMENT

Rand Corp Santa Monica Calif (296600)
AUTHOR: Alesch, D. J.
6615K4 FLD: 5D, 5A, 942, 903, 918 USGRDR6921
Sep 69 15p*
REPT NO: P-4187

ABSTRACT: Contents: Levels of prioritymaking; Trends requiring improved processes for prioritymaking; An approach to prioritymaking among functions; Requirements for improving prioritymaking; Implications of the problem-opportunity approach to priorities.

DESCRIPTORS: (*Political science, Decision making), (*Urban planning, Political science), Problem solving, Management planning, Decision theory, Sociology, Budgets, Models(Simulations), Substitutes, Organizations

IDENTIFIERS: *State government, *State planning and development, Priority making, Government policies, Participative management

AD-693 648 CFSTI Prices: HC$3.00 MF$0.95

PARTNERSHIP FOR RENEWAL. A WORKING PROGRAM

Philadelphia Office of Development Coordinator, Pa.
6482L2 FLD: 13B, 5A, 903, 907 USGRDR6919
1960 115p
Prepared in cooperation with Department of Housing and Urban Development, Washington, D.C.

ABSTRACT: Undertaken in 1954, Philadelphia's Leadership Program was an experiment designed to find out whether housing and neighborhood renewal could be achieved through citizen initiative supported by existing local resources. Evaluation of the results, made possible through a Demonstration Grant from the Urban Renewal Administration, led to the conclusion, some 5 years later, that total renewal could rarely be accomplished through such a program. But, with various modifications, a program of this type could achieve somewhat more limited objectives and effectively supplement a city's program of Federally-aided renewal projects. (Author)

DESCRIPTORS: (*Urban planning, *Pennsylvania), (*Leadership, Urban planning), Housing, Buildings, Effectiveness, Money, Law, Organizations, Sociology, Social psychology, United States government, Transportation

IDENTIFIERS: *Philadelphia (Pennsylvania), Participative management, Blighted areas, Building codes, Public facilities, Grants, Evaluation

PB-184 996 CFSTI Prices: HC$6.00 MF$0.95

A PRELIMINARY REPORT ON MANIFEST PREFERENCES IN SIX CULTURES FOR PARTICIPATIVE MANAGEMENT

Rochester Univ., N. Y. Management Research Center (404113)

Technical rept.
AUTHOR: Bass, Bernard M.
5181A1 FLD: 5A, 5J, 5I USGRDR6823
1 Jun 68 21p*
REPT NO: TR-21
CONTRACT: N00014-67-A-0398

ABSTRACT: A total of 459 managers completed EXERCISE SUPERVISION. Each manager role-played the position of a supervisor or a subordinate. Each subordinate met with each of three kinds of supervisors, coercive-authoritarian, persuasive, or participative. Each supervisor met with each of three kinds of subordinates; highly involved, moderately involved, or uninvolved. The reported satisfaction of supervisors following meetings with the different kinds of subordinates varied as a function of culture. At one extreme only 14.3% of British or Americans were most satisfied with the uninvolved subordinate. At the other extreme, 53.3% of Indians preferred this subordinate. At the same time, 62.5% of the Flemish and Dutch preferred participative supervisors while only 22.2% of the Greeks preferred such supervision. (Author)

DESCRIPTORS: (*Management engineering, Leadership), (*Group dynamics, Attitudes), Management planning, Training, Supervisory personnel, Emotions, Performance tests, Standards, Questionnaires, Culture, Pattern recognition

IDENTIFIERS: *Exercise supervision, International groups, Ideologies

AD-675 786 CFSTI Prices: PC$6.00 MF$0.95

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☐☐☐☐☐☐☐☐☐☐☐☐☐☐

Card expiration date

Signature

Order Options

Normal delivery time takes three to five weeks. It is vital that you order by number or your order will be manually filled, insuring a delay. You can opt for *airmail delivery* for a $2.00 charge per item. Just check the *Airmail Service* box. If you're really pressed for time, call the NTIS Rush Handling Service. (703) 557-4700. For a $10.00 charge per item your order will be airmailed within 48 hours. Or, you can pick up your order in the Washington Information Center & Bookstore or at our Springfield Operations Center within 24 hours for a $6.00 per item charge.

ITEM NUMBER ***	USER ROUTING CODE (see reverse)	Quantity			UNIT** PRICE	AIRMAIL* SERVICES	TOTAL PRICE
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* Add $2.00 per item for First Class Delivery in North America;
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☐ odd parity
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(odd parity)

ORDERING BY TITLE: If ordering without an item number (by title only) allow an additional two weeks.

TITLE #1

Sponsor's Series #	Contract or Grant Number of Report	Date Published
Originator (Give specific laboratory, or division and location.)		Personal Author

Turn to other side. Write "1" in the Item Number block and complete the rest of the line.

TITLE #2

Sponsor's Series #	Contract or Grant Number of Report	Date Published
Originator (Give specific laboratory, or division and location.)		Personal Author

Turn to other side. Write "2" in the Item Number block and complete the rest of the line.

TITLE #3

Sponsor's Series #	Contract or Grant Number of Report	Date Published
Originator (Give specific laboratory, or division and location.)		Personal Author

Turn to other side. Write "3" in the Item Number block and complete the rest of the line.

TITLE #4

Sponsor's Series #	Contract or Grant Number of Report	Date Published
Originator (Give specific laboratory, or division and location.)		Personal Author

Turn to other side. Write "4" in the Item Number block and complete the rest of the line.

TITLE #5

Sponsor's Series #	Contract or Grant Number of Report	Date Published
Originator (Give specific laboratory, or division and location.)		Personal Author

Turn to other side. Write "5" in the Item Number block and complete the rest of the line.

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